

**2004-2005
COMPREHENSIVE PLAN**

Dakota County
Community Corrections

Dakota County, Minnesota



2004-2005 COMPREHENSIVE PLAN

*Dakota County Community Corrections
Dakota County, Minnesota*

TOTEM POLES

Totem Poles were an important part of tribal life for the people of the Northwest. Tribal and family history were embodied and personified in the totems which all individuals carried with them as an integral part of their personal identity. All family and tribal homes proudly displayed their tribal totems - for all to see.

The Totem poles on the front cover were constructed by students of the Dakota County Community Corrections "New Chance" program, a day treatment program for juvenile offenders

The shorter Totem Pole was created in a piecework method; each student was given a piece of the pole and then carved, painted and varnished a design that represented a Native American story. After the individual work was completed, the sections were joined together. At the request of the students, the totem pole was dedicated to a New Chance staff who had recently been diagnosed with Lou Gehrig's disease.

The taller Totem Pole was created as one single log, with each student carving, painting and varnishing a part of the log that again represented a Native American story. This log was dedicated to "memories"; a small box on the totem pole contains the written memories of those involved in the dedication ceremony.

*Staff and students alike describe the totem poles as
"A collective effort to create something very meaningful to each person."*

**DAKOTA COUNTY
COMMUNITY CORRECTIONS**

**COMPREHENSIVE PLAN
2004-2005**

Barbara J. Illsley, Director

Judicial Center
1560 Highway 55
Hastings, MN 55033
P: 651-438-8288
F: 651-438-8349

Juvenile Services Center
1600 Highway 55
Hastings, MN 55033
P: 651-438-8399
F: 651-438-4960

Western Services Center
14955 Galaxie Avenue
Apple Valley, MN 55124
P: 952-891-7200
F: 952-891-7282

Northern Services Center
1 Mendota Road W. Ste 510
W. St. Paul, MN 55118
P: 651-554-6060
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Our Mission

We are committed to preventing crime and repairing harm done by crime.

We Promote:

Public Safety and crime prevention in the community;

Accountability and opportunity for positive change of the offender;

Justice for the victims;

Respectful treatment for all involved.

Our Values

RESPECT

We respect ourselves and we respect each other. We respect our work, our customers, and the community we serve. We practice respect by valuing our differences and honoring others' perspectives. We appreciate, recognize, and listen to others' views and ideas. We strive to understand. We respond with honesty.

COMMUNICATION

We work to practice open, direct, honest and respectful communication. We work to promote an atmosphere where we listen to each other, we strive to understand each others' perspectives, and we work to create an environment where we feel safe communicating with each other.

INTEGRITY

We are accountable to each other, to ourselves and to the community. We practice professional ethics and behavior. We work to fulfill our expectations, commitments and take responsibility for our actions.

COOPERATION

We accomplish better results and are more effective when we practice teamwork. Each of us brings talents, expertise, knowledge and a wealth of experience to our positions. When we work together, the offenders, victims and the community benefit.

LEARNING

We strive to become a learning organization. We learn by encouraging creativity, being open to new ideas, and being self-reflective. We teach by example and strive to be resources for our fellow employees, volunteers and interns. We support and encourage individual and professional growth.

DIRECTOR'S VISION/COMMENTS

Community Corrections has experienced significant reductions in state funding over the last two years. In July, additional reductions were made to the "core service" funding grants for the first time. These dollars helped pay for sex offender programming and treatment, remote electronic monitoring of DWI offenders, sex offender assessments, extended juvenile jurisdiction (EJJ) placement costs, gender specific programming and juvenile restitution. In addition, grants funding critical probation staff positions that helped support felony caseloads, intensive caseloads (supervision of offenders being released from prison), juvenile detention subsidy, and caseload/workload dollars were reduced.

Implications of Funding Reductions: Any level of budget reductions will be critical for the department. We continue to experience double digit increases in the number of offenders placed on supervision and the number of offenders for pre and post sentence work/programming. In an annual analysis of probation caseload/workload needs, it is estimated that we need an additional fifteen (15) probation officers to keep up with the workload growth.

During the last two years we have implemented offender risk assessments and provided supervision based on level of risk. We have eliminated the "medium" risk caseloads and moved staff resources to cover the ever-increasing higher risk caseloads. We have focused results based cognitive programming to highest risk offenders, where it will have the most impact for offender change and reducing recidivism. We have enhanced the juvenile continuum of care, expanding community-based programming, transition resources and specialized caseloads. We have enhanced our case management techniques and enhanced our use of technology in the provision of services.

We will be unable to continue to provide the level of services we have in the past. We also have utilized all of the staff, dollar and technology resources available to us. We are at a critical point as caseloads continue to grow and become unmanageable. Public safety becomes more and more of a concern. Services to victims and community members will continue to diminish. We will not be able to meet our department goals of public safety, assisting the offender toward positive change and repair the harm caused by crime for victims and the community.

Strategies for Responding to Budget Reductions: We will continue to use the strategies we have used over the last two years to deal with increasing workloads. In addition, we will need to greatly reduce the level of services we are currently providing.

Offender Assessment/Level of Supervision: This last year we raised the cut-off score for our risk assessment tool. For offenders scoring 25 or below, we provide more limited levels of supervision such as group supervision, administrative supervision or monitoring. For offenders scoring 26 or above, we provide one-on-one case supervision with a probation officer. We are not able to move the score any higher without greatly impacting the level of recidivism and risk to the community. As these caseloads increase, we will experience significant public safety concerns in the community especially with domestic assault, sex offenders and offenders on supervise release status.

Dakota County Community Corrections

Focusing Resources Toward Higher Risk Offenders: We will focus our programming resources such as cognitive interventions to our higher risk offenders. We will attempt to meet all court-ordered programming and treatment requirements for offenders.

Offender Fees/Co-Pays: We will review offender fees, including probation fees and fees for programming, drug testing, and treatment. We will continue to explore medical insurance reimbursement and expand revenue and fee recapture.

Technology Enhancements: The EDMS (imaging) project will be continued and enhanced. In January the new version of the offender data system, CSTS will be beta tested and implemented statewide. We will continue to automate probation work and continue to participate in statewide data collection, automation and analysis efforts.

Reductions in Non-Mandated Programs: Program reductions in restorative conferencing and Community Work Service may be necessary. In addition limited staff resources will be available for restitution determination. Any non-mandated program may be reduced or eliminated if staff resources are needed to cover mandated probation supervision caseloads. These reductions would greatly impair our goals of victim and community reparation.

Enhanced Use of Volunteers and Interns: The Department has always utilized the expertise and resources of community volunteers and resources. We will continue to look for ways to enhance the work we do/lessen the impact of budget reductions by better using these resources. Recently we have developed a Community Work Service Oversight program using interns to lessen the impact of open staff positions. This has enabled us to continue to provide matching of offenders to work service sites and monitoring their progress.

Provide Mental Health and Chemical Health Screening/Assessments: A significant number of adult and juvenile offenders have mental health and/or chemical health issues. We will continue to enhance our screening assessments to help identify these issues early in the offender's supervision period and match them to resources to address these concerns. If these issues are not addressed, recidivism increases and success on probation decreases.

Strength Based Programming: We will continue to help develop strengths and positive factors for offenders to help their success as their probation expires. If we are successful through effective case management to help build positive relationships and appropriate supports for offenders they will transition from placements and probation more successfully. Key to this strength based programming is effective case management tools and techniques and strong relationships with probation officers.

The use of these strategies has proven successful in managing the growth in offenders over the last two years. However, the department resources are stretched to capacity at this point and without new staff positions we will continue to "water down" our services. This creates a significant public safety issue for the community. Our only option without more resources will be to lessen our contact and supervision of offenders. We are not able to change criteria or eligibility, or modify the numbers of offenders we supervise or the services we provide. It will be extremely challenging without additional resources to meet our goals of public safety, offender change, and victim and community reparation.

2002-2003 HIGHLIGHTS

Move to new Northern Service Center Building: A new Northern Service Center, located in West St. Paul, was completed in July 2002 housing Community Corrections staff as well as other county agencies, providing a one-stop full-service center for the northern portion of the county.

Development of “Trailer Tools” for Specialized Populations: In 2002, the department added “trailer assessment tools” for domestic abuse offenders, adult sex offenders and truancy offenders.

Implementation of a Conditional Release Program: On April 2002, Community Corrections began a conditional release pilot program, accepting targeted DWI offenders.

Implementation of Non-funded State Mandates: Two legislative mandates were enacted in 2002: enhanced predatory offender registration and required DNA sample collections for all felony offenders. The department implemented both of these mandates without any additional funding.

Implementation of Live-Scan Fingerprint Machine: In September 2002, the Juvenile Service Center began using a Visionics Live-Scan fingerprint machine, which sends prints electronically to the Bureau of Criminal Apprehension.

Addition of New Cognitive Behavior Curriculum: Several new cognitive curriculums were added in 2002: “Chemical Health Cog Program” for adult offenders, “CHOICES” curriculum for juvenile girls, “Dads Make a Difference” for adolescent parents and “Healthy Masculinity” for all juvenile male offenders.

Collection for Kosovo Kids: Kaaren Hensrud, a juvenile probation officer serving on active reserve duty in Kosovo, sent an e-mail asking staff to donate items to children in the war-torn country. Over two hundred kits, consisted of school and art supplies, hats, mittens, toiletry items, stuffed animals and candy, were collected at the four Correction’s Offices.

Senior Probation Officer Career Ladder: Staff from the department worked in collaboration with Employee Relations to develop a career ladder for Probation Officers; in January 2003, sixteen employees were advanced to the newly established Probation Officer Senior level.

Victim Justice Council: In 2003, a Victim Justice Council was formed with representatives from the various departments in the criminal justice system with the goal of achieving better services for victims within the Dakota County criminal justice system.

Case Management Model: A case management model has been developed that includes risk and needs assessment, case conceptualization, motivational interviewing, contingency planning and goal development. This model is strength-based and involves the offender in setting goals.

Chemical Health/WRAP Grant Awarded: The Department was awarded a grant from the Minnesota Department of Public Safety in the amount of \$222,000 for two years to provide chemical health wrap-around services for high-risk youth re-entering the community.

Dakota County Community Corrections

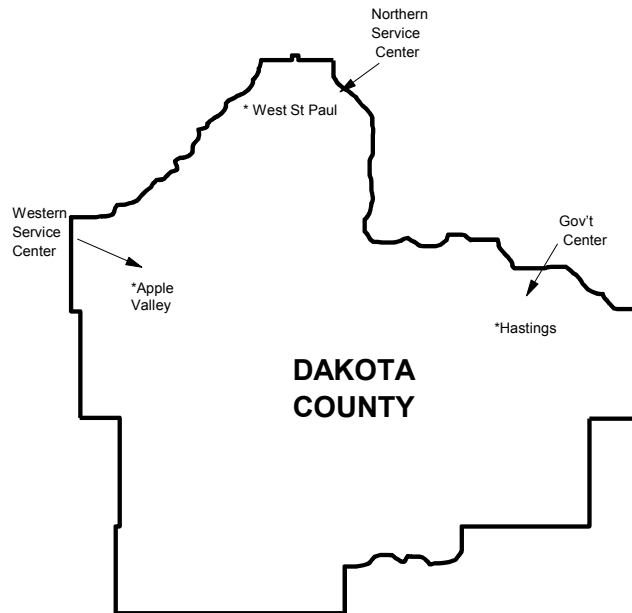
Summer All Staff Meeting Speaker: Supreme Court Justice Alan Page spoke at the Community Corrections All-Staff meeting in June 2003. Justice Page was asked to share his insights on topics related to cultural diversity and the criminal justice system.

Juvenile Services Center Software: The Juvenile Services Center successfully converted to a legacy FoxPro database in 2003. A consortium of eight county agencies designed the new application entitled "Juvenile & Adult Information Management System (JAIMS)."

Hastings Middle School Recognizes Sentence to Service Program: In June 2003, the Sentence to Service Program was recognized by the Hastings Middle School for the thousands of hours of work donated to help fix up their school. The school's principal presented "Friends of Education" plaques to the Department.

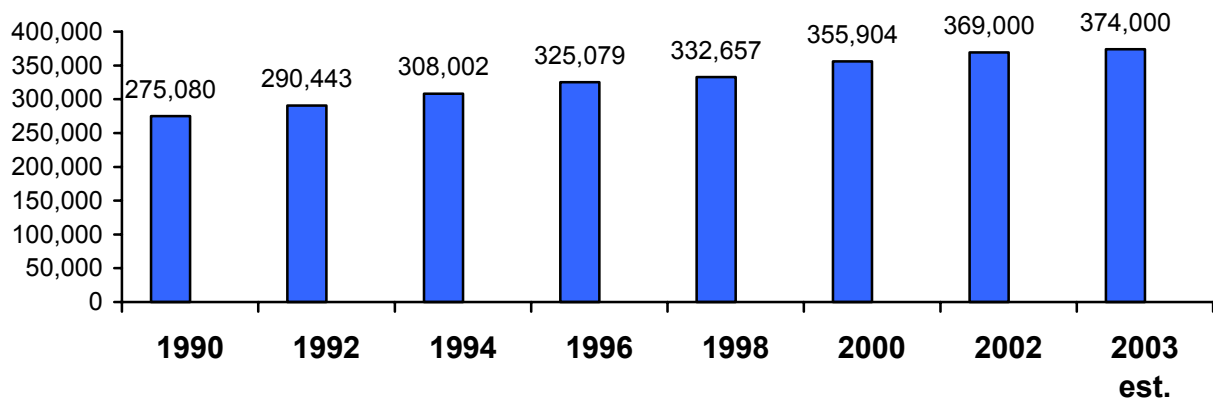
Electronic Document Management System (EDMS): In August 2003, the Electronic Document Management System (EDMS) was implemented. All new mail and case information of the adult supervision staff is scanned and forwarded electronically eliminating the need for case files.

COUNTY POPULATION



Dakota County continues to be the third most populous county in Minnesota, with an estimated 2003 population of just over 374,000. Dakota County added 80,677 people during the 1990s, a little behind the total number of people added in Hennepin County (83,769). Dakota County's growth is the equivalent of creating three cities the size of Apple Valley, Rosemount, and Farmington during the decade (combined 2000 populations, 72,511). Dakota County accounted for about one out of every seven people added to the state's population in the 1990s. The County grew by an average of nearly 3.0% per year between 1990 and 1995. Growth continued at an average of approximately 2.2% per year between 1995 and 2000.

Dakota County Population



Dakota County Community Corrections

Census data collected in 2000 indicates:

- Dakota County's population was 275,186 in 1990. The 2002 estimate of 370,098 reflects an increase of 94,912 people, a 34.5% increase in total population. The following table shows how Dakota County compares to the other Twin Cities Metropolitan counties:

Scott County	82.8%
Carver County	58.6%
Washington County	45.9%
Dakota County	34.5%
Anoka County	27.9%
State of Minnesota	14.7%
Hennepin County	7.8%
Ramsey County	4.2%

Population Distribution

As development continued to move outwards from the urban core of Minneapolis and St. Paul, largely residential second and third ring suburban communities have dramatically increased in population. The population of second ring suburbs (Burnsville, Eagan, and Inver Grove Heights) grew by 64.7% between 1980 and 1990, and by 26.7% between 1990 and 2000. With land for development running short, growth in the second ring is now slowing, while third ring cities (Apple Valley, Rosemount, Lakeville, and Farmington) are experiencing enormous gains in population. Between 1980 and 1990 the third ring suburbs in Dakota County grew 60.6%, and by 56.2% between 1990 and 2000.

The population of the small cities and townships in Dakota County grew by a little over 11% during the decade. The urban cities grew by a little over 30%. Only one of the County's non-rural cities showed a decline in population. South St. Paul declined by thirty persons, or approximately 0.1% of the total population.

DAKOTA COUNTY STATEMENT OF ORGANIZATIONAL VALUES

DAKOTA COUNTY MISSION STATEMENT: EFFICIENT, EFFECTIVE, RESPONSIVE COUNTY GOVERNMENT

VISION

We aim to be a premier County in which to live and work.

- We recognize that the business of government is serving people and that service is the central concept of each of the programs we provide;
- We strive to deliver unsurpassed value to the citizens of Dakota County and to all of the people we serve;
- We expect that through a commitment to public involvement, public cooperation, and public-private partnerships we will improve our organization;
- We strive for a County government that our co-workers are proud of and committed to, in which we all have an opportunity to contribute, learn, and grow;
- We expect each of our co-workers to be respected, treated fairly, listened to, and involved;
- We expect our values to show through in all employee interactions and in our relations with the people of Dakota County and all of the people we serve; and;
- We strive for involvement and cooperation among departments and divisions within the County and among other governmental entities with which we work.

VALUES

Governing Dakota County

Elected officials work in tandem with a strong, professional managed work force to accomplish the vision of Dakota County.

- The Dakota County Board of Commissioners is the cornerstone of our ability to succeed; effective County governance is the foundation of an effective County organization.
- Effective governance is reliant on a well-trained, dedicated, and empowered workforce.
- By understanding the roles of elected officials and seeking to help find solutions within legal, ethical, and effective program boundaries, we will improve County governance.
- We will seek out and respond to the needs and interests of the people of Dakota County through open forums and discussions.
- A strong advisory committee system composed of high-quality appointees is an essential linkage to our community.

Dakota County Community Corrections

Customer Commitment

Our objective is to serve those who use our products and services to the best of our ability.

- We will treat our customer with respect.
- We will maintain the flexibility to recognize and serve our customers' changing needs.
- We will strive to help each person or organization we will come into contact with to solve a problem.
- We will be accessible and convenient to our customers.

Commitment To Staff

Dakota County government is committed to people; we will make a difference with people. We are committed to preparing our co-workers to provide quality services.

- Government is a business of people working with people, mutually trusting and respecting one another.
- We aim for a participatory work environment.
- We are committed to our co-workers; we seek to promote from within and to provide the opportunity for long-term employment.
- We are committed to recognizing and rewarding the contributions of our co-workers.
- We strive to enhance the equitable and consistent application of management practices across the organization, and to uphold the highest ethical standards.
- We are committed to our co-workers' professional growth, development, and skill enhancement.
- We are committed to increasing diversity in the workplace.
- We recognize that the physical health, safety and emotional well-being of our co-workers is essential to their ability to succeed and we aim to provide programs and benefits which promote such well-being.
- We will maintain an environment free of harassment and abuse and in which everyone is treated fairly and professionally.
- We strive for an organization in which all members implement these values in dealing with one another.

Expectations Of Each Other

We expect honesty, integrity, and a commitment to the values of our organization, without regard for position or title.

- We expect all of our co-workers to develop and display mutual trust and respect.
- We expect all of our co-workers to contribute to fulfilling the mission of our organization and to deliver full value to the County.
- We aim for open and candid communications among all of our co-workers.
- We strive to understand the political process and to help elected leaders find appropriate solutions to problems.
- We expect to succeed, while recognizing that honest mistakes are an inevitable part of the creative process.

Dakota County Community Corrections

Managing County Government

Our aim is to create an organizational culture, which fosters creativity and a willingness to take reasonable risks, with an acceptance of responsibility, accountability and authority.

- The organizational culture, which we seek, promotes leadership, inspiring and mobilizing people to act in the public interest and for the public good.
- We strive for improvement, professionally as well as in the services we provide.
- We break down organizational barriers, which create management problems and/or impediments to effective provision of services.
- We balance operating autonomy with a system of accountability, which clearly defines responsibilities at all levels of County government.
- We provide those products and services that are necessary to promote the long term well being of County citizens.
- We are committed to fostering a culture, which encourages and guides experimentation, innovation and entrepreneurship.
- We are committed to making decisions within a management framework, which includes strategic planning, human resources planning, budget allocation, and performance evaluation against specified outcomes.
- We produce quality products and services and stand behind what we provide.
- We are committed to honesty in dealing with the public and with one another.

Communicating Government

We want our organization to be recognized as a standard of excellence.

- We aim to combine outstanding performance with effective communications, recognizing success among our co-workers and letting others know of our achievements.
- We believe that information flow within the organization is important and that all of our co-workers should have all of the information that is important to them.
- We will carefully explain the products and services we provide and listen for ways to improve them in order to assure quality and value for those we serve within the organization and outside of it.

DAKOTA COUNTY BOARD OF COMMISSIONERS

A seven member Board of Commissioners governs the County. Each commissioner is elected to represent one district of the County, and lives in that district. At the first meeting of the year, the Board elects a chair and vice chair. The chair is the presiding officer, and the vice chair presides in the chair's absence.

Each commissioner serves on several county and regional boards, such as the Community Corrections Advisory Board, the Metropolitan 911 Board, the Solid Waste Management Coordinating Board, the Metropolitan Library Service Agency (MELSA), and the Dakota County Workforce Council.

2003 BOARD OF COMMISSIONERS



Joseph A. Harris
District 1

Photo
Not
Available

Kathleen
Gaylord
District 2



Patrice Bataglia
District 3



Nancy Schouweiler
District 4



Michael Turner
District 5



Paul J. Krause
District 6



Willis E.
Branning
District 7

Commissioner Districts

Dakota County Community Corrections

DISTRICT 1: Coates, Farmington, Hampton, Hastings, Miesville, New Trier, Randolph, Vermillion, Northfield Precincts 3-4. Townships of Castle Rock, Douglas, Empire, Eureka, Greenvale, Hampton, Marshan, Nininger, Randolph, Ravenna, Sciota, Vermillion, Waterford.

DISTRICT 2: South St. Paul, Sunfish Lake, West St. Paul.

DISTRICT 3: Eagan Precincts 1-11, 17 and 21; Lilydale; Mendota; Mendota Heights.

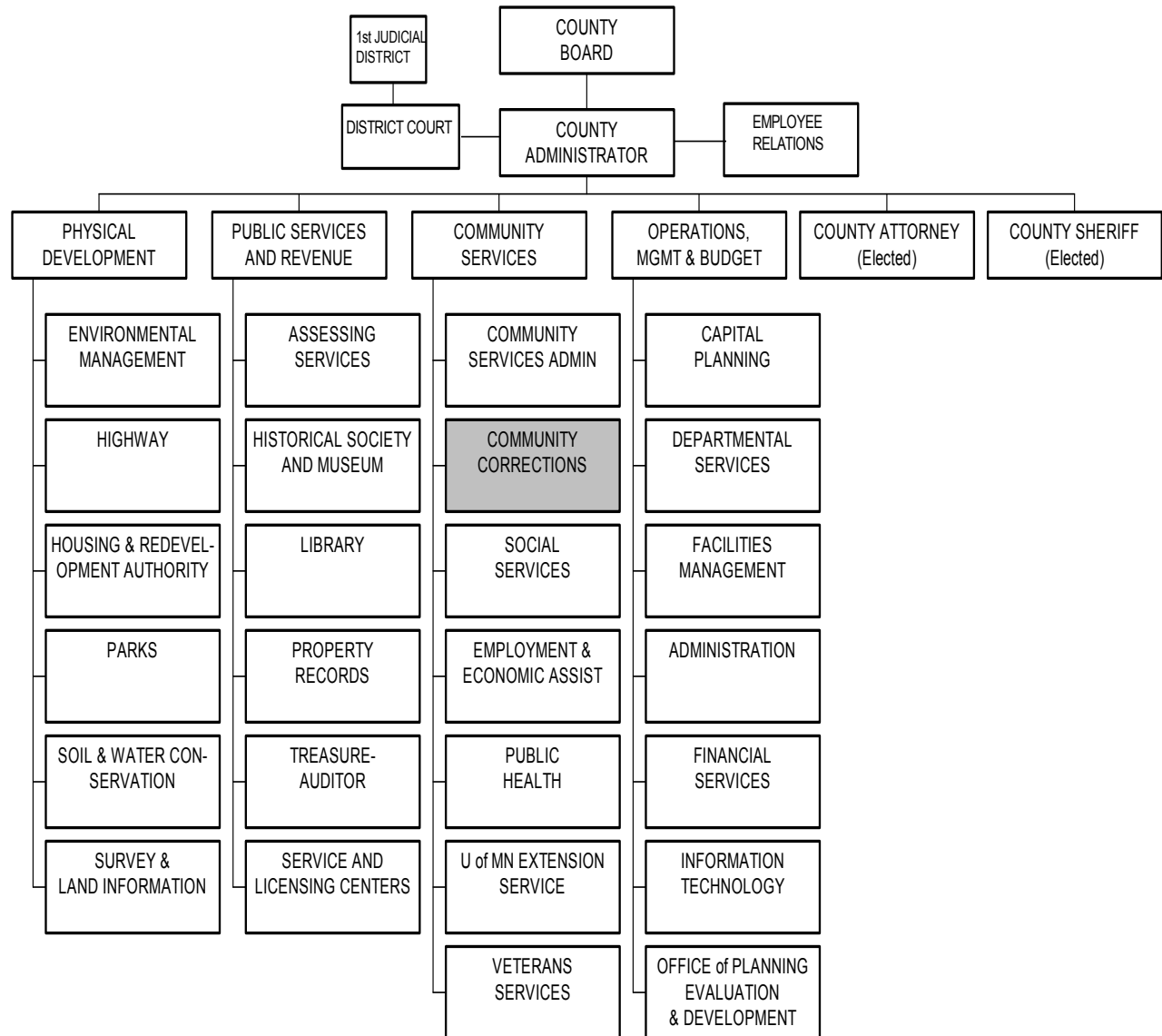
DISTRICT 4: Eagan Precincts 12-16; 18-20; Inver Grove Heights.

DISTRICT 5: Burnsville Precincts 1-8, 10-12.

DISTRICT 6: Apple Valley Precinct 3; Burnsville Precincts 9A, 9B and 13; Lakeville.

DISTRICT 7: Apple Valley Precincts 1, 2, 4-14; Rosemount.

DAKOTA COUNTY ORGANIZATIONAL CHART



STATE VS. DAKOTA COUNTY COMPARISONS

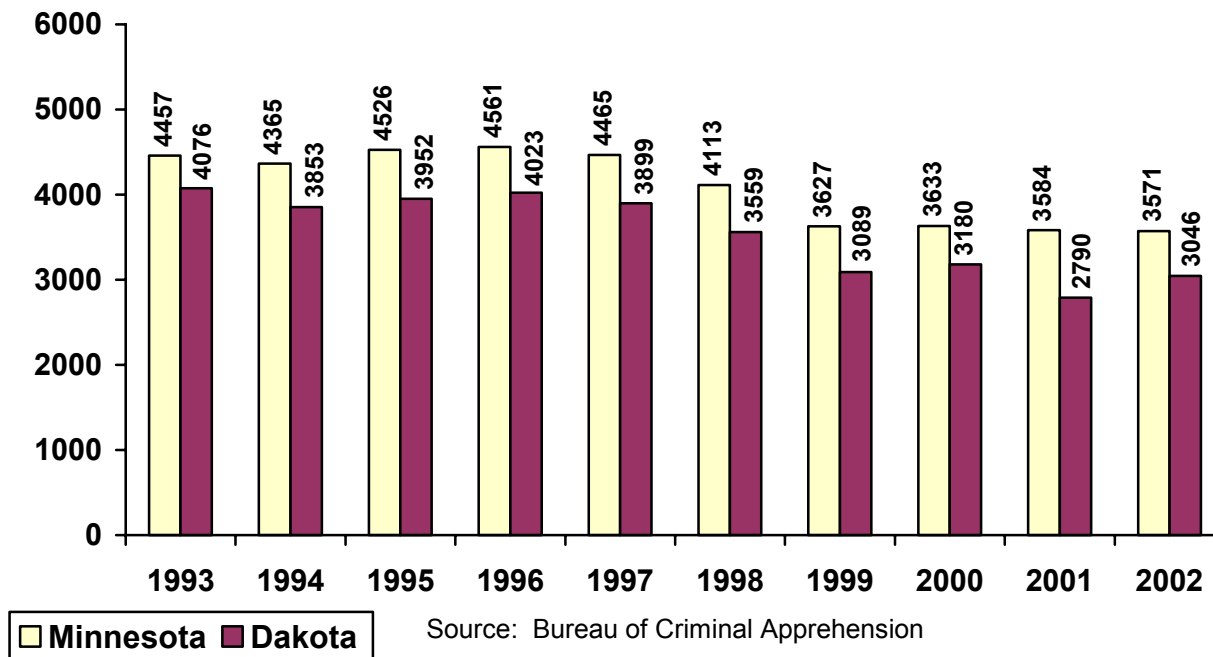
Crime Rate

The crime rate is the method by which reported crime can be compared between communities of different sizes. The crime rate is figured by computing the number of Part I Crimes* per 100,000 persons. The chart below shows the comparison between the Dakota County crime rate and the crime rate for Minnesota overall.

Dakota County's crime rate continues to remain below that of Minnesota as illustrated below. Both the State and Dakota County crime rate reached its all-time high in 1992 i.e. Minnesota = 4671 and Dakota County = 4510. The crime rate then gradually declined in both areas. However in 2002, Dakota County crime rate saw a slight increase.

- *Part I Crimes are: murder, rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson.*
- *Part II Crimes are: Simple Assault, Forgery, Fraud, Embezzlement, Stolen Property, Vandalism, Weapons Prostitution, Sex Offenses, Narcotic Drug laws, Liquor Laws, DWI, Offenses Against Family and Children, Disorderly Conduct, and Vagrancy,*

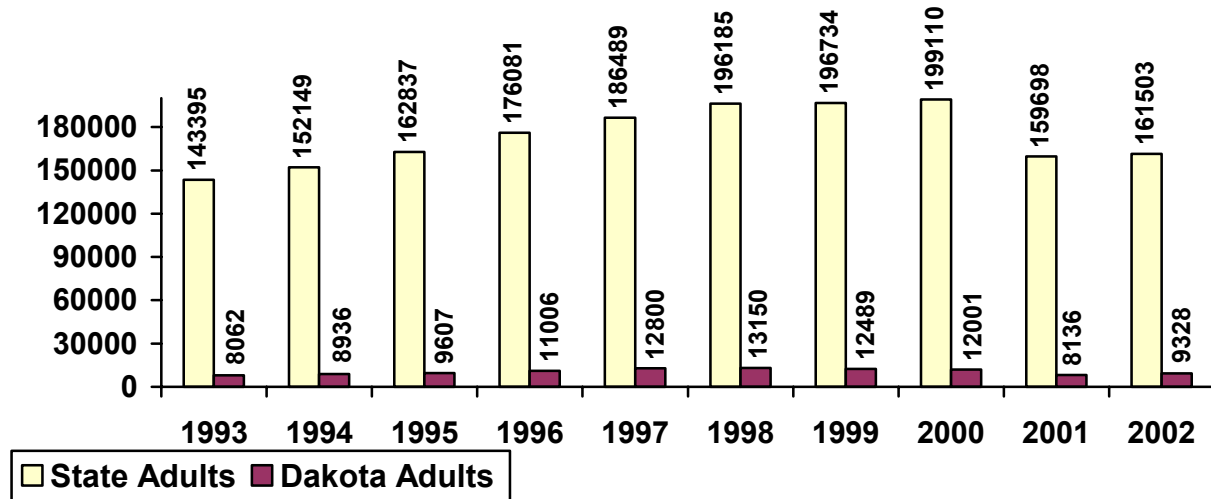
**Minnesota to Dakota County Crime Rate Comparisons
1993-2002**



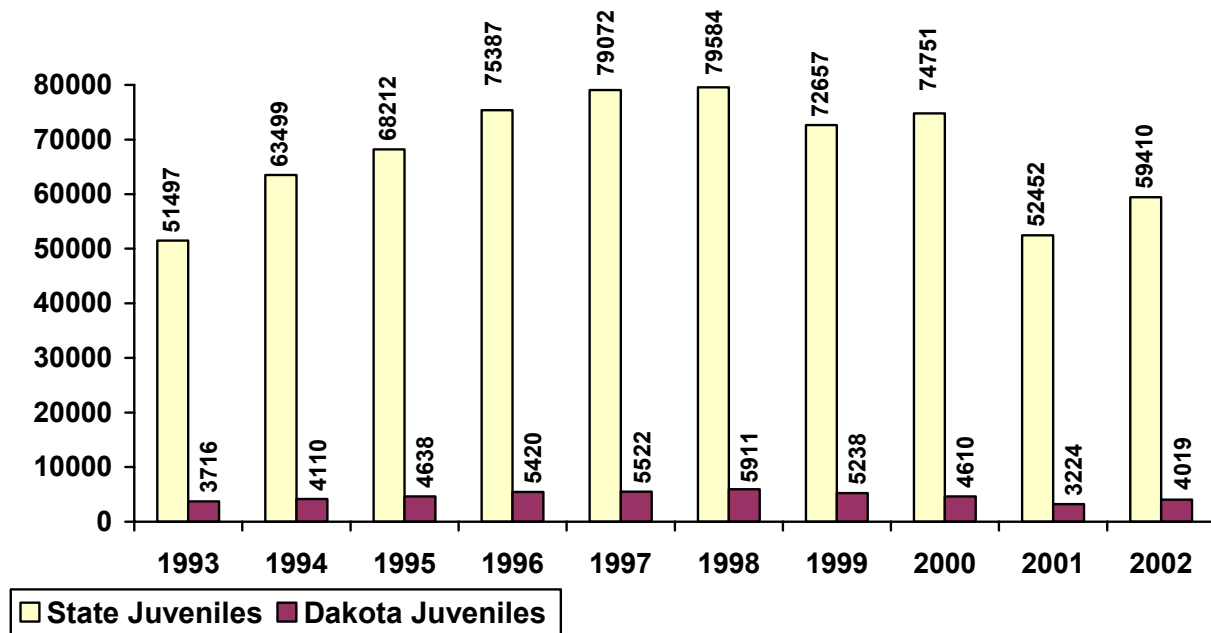
Dakota County Community Corrections

Arrests

The first table shows the comparison between ADULT arrests in Minnesota and Dakota County. Arrests are defined as “a form of detention by depriving an individual of his personal liberties by a form of legal authority.” These numbers include both Part I and Part II offenses. Arrests in Minnesota increased by 13% from 1993 to 2002, while arrests in Dakota County have increased 16%



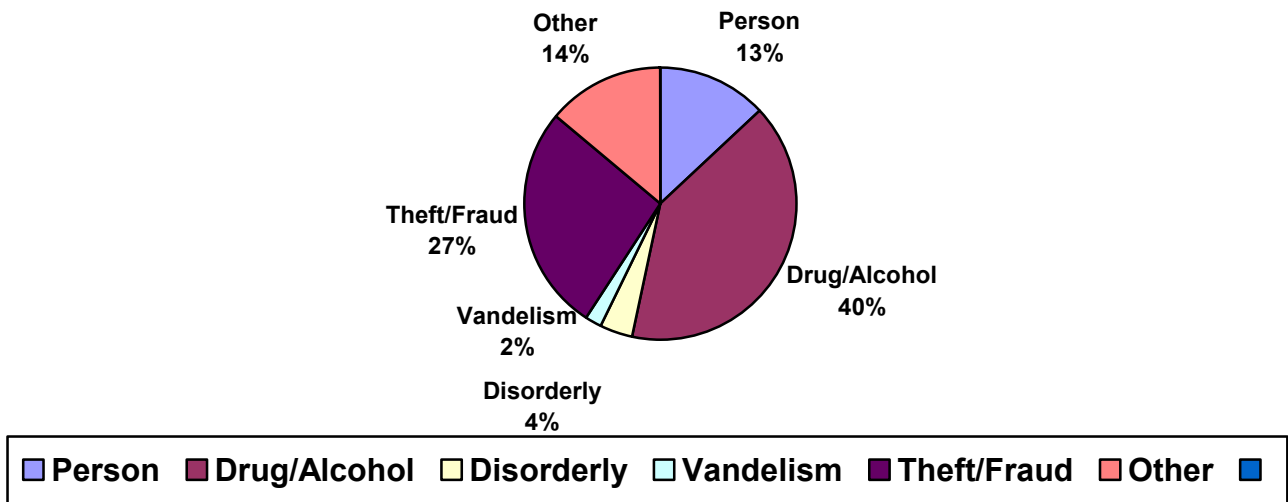
This table shows the comparison between JUVENILE arrests in Minnesota and arrests in Dakota County. Juvenile arrests have shown significant increases both in the state and the county: the state has an increase of 15% from 1993 to 2002, and the county has had an increase of 8%



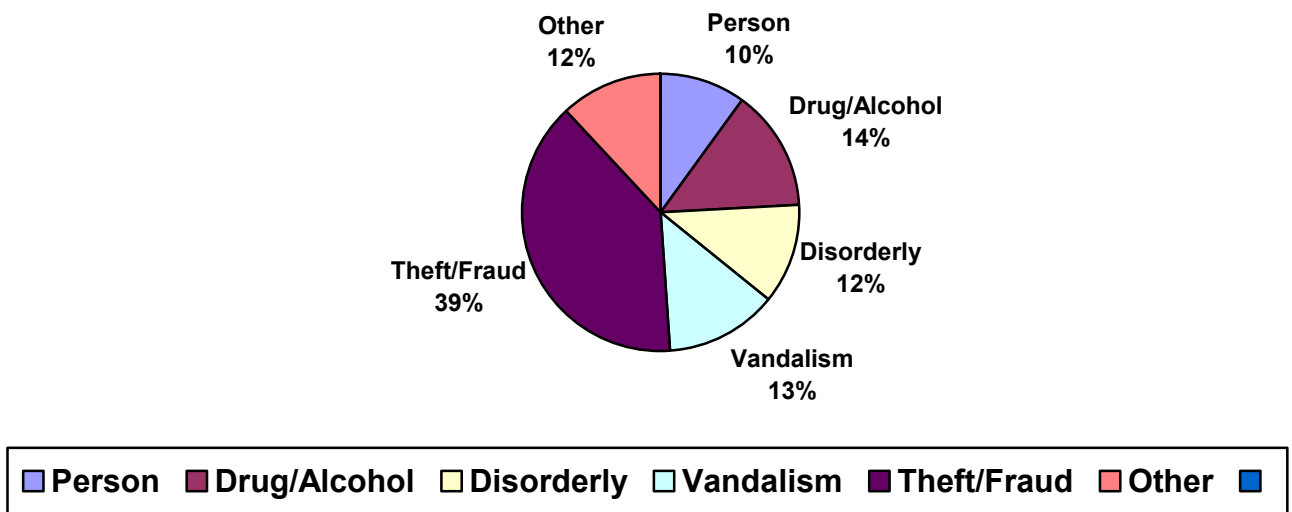
Dakota County Arrests – Types of Crime 1992 vs. 2002

In comparing ten years of arrests in Dakota County (1992 vs. 2002), the crimes areas that showed the biggest increases were Theft/Fraud, Vandalism and Disorderly while the crime areas involving Alcohol/Drugs decreased significantly. Person crimes and those designated as “other” remained about the same.

Arrests in 1992



Arrests in 2002



DEPARTMENT OVERVIEW

Service Description

The Director of the Community Corrections Department reports to the Dakota County Board of Commissioners through the director of the Community Services Division. The Department is comprised of services and programs for adult and juvenile offenders, services to victims of crime, and aid and support to build and promote community involvement in the justice system. The Department provides staffing to the Community Corrections Advisory Board (CCAB) and its committees. Staffing is also provided for the Criminal Justice Council (CJC) and the Juvenile Justice Committee, which are comprised of representatives of the criminal justice system in Dakota County.

Department Organization

The director leads a department of 167.25 positions including a management team consisting of two deputy directors and sixteen supervisors. The department has four sections:

- Administration – 32.65 FTE
 - Management – 5.0 FTE
 - Support Staff – 22.65
 - Information Systems Staff – 5.0 FTE
- Adult Justice Services – 54.0 FTE
- Juvenile Justice Services – 70.2 FTE
- Program Services – 9.6 FTE

Community Corrections contracts for a variety of services. Whenever possible, cost effective services are purchased from community sources. This achieves two purposes: allows offenders to become familiar with service agencies in their own communities, and offers a greater variety and flexibility in choosing appropriate services for offenders.

Collaboration with human service providers, both public and private, is strongly supported by the Department. It is our belief that collaboration promotes a more efficient use of taxpayer dollars, maintains a closer connection with the community, and provides a creative environment for planning and delivery of services.

COMMUNITY CORRECTIONS ADVISORY BOARD

The State of Minnesota enacted the Community Corrections Act in 1973. Its stated purpose is to more effectively protect society and to promote efficiency and economy in the delivery of correctional services. The law enables the State to grant funds to participating counties to assist them to develop, implement and operate community-based programs. Dakota County became a Community Corrections Act County in 1989.

Participating counties are required to establish a Community Corrections Advisory Board with membership prescribed by statute. Among the membership, a citizen is appointed by the County Board from each district in the county. They serve as a link between the citizens of their district, the County Board, and the Community Corrections Department.

In general, the Community Corrections Advisory Board has the following responsibilities:

- Review the comprehensive plan for recommendation to the County Board for approval
- Report quarterly to the County Board
- Advise and consult with the director of Community Corrections
- Attend regularly scheduled Advisory Board meetings

In 2003 the Board spent the majority of their time exploring the issues surrounding sex offenders, in particular Level III sex offenders. This study will continue to the end of 2003 and possibly into the early months of 2004. At the end of this study, the Board will also look at the needs and issues surrounding victims of sex offenders.

ADVISORY BOARD MEMBERS

Branning, Will	County Commissioner – District 7
Fabio, Stacey	Citizen – 3rd District
Hamel, Sandy	HSAC
Holker, Tim	Citizen – 5 th District
Johnson, Daniel	Citizen – 6 th District
Kahnke, Mary	Citizen - 2 nd District
Kalstabakken, Gary	Law Enforcement
Knippel, Kip	Citizen – 1 st
Lail, Kristen	Corrections
McManus, Tim	Judge, First Judicial District
Morris, Ty	Citizen – 7 th District
Prokopowicz, Phil	County Attorney
Rettler, Tricia	Public Defender
Schubert, Eric	Citizen – 4 th District
Spicer, Richard	Chief Judge, First Judicial District
Stacey, Rex	Judge, First Judicial District
Talbot, Jan	Social Services
Theriault, Steve	Dakota County Sheriff
Wahl-Forsyth, Cori	Education

CRIMINAL JUSTICE COUNCIL

The role of the Criminal Justice Council (CJC) is to share information, discuss issues and remain aware of the impact of each department's practices upon the others. The Council seeks to promote collaborative planning and examination of practices and services as they pertain to adult offenders. The CJC serves as a "think tank" where current issues are discussed, current practice is critiqued, and new ideas are presented and examined. The Criminal Justice Council is made up of leaders and members of the criminal justice system in Dakota County: County Attorney's office, the Sheriff's Department and Law Enforcement Center, Municipal Law Enforcement, the Public Defender's Office, the Judiciary, Community Corrections, Court Administration, and County Board.

Major Issues Discussed

- Jail Overcrowding and Jail Study
- New Criminal Justice Tracking Programs
- Pre-Plea Investigations
- Gang Activity in Dakota County
- Recommendations from Victim Justice Council
- Budget Issues for all CJC agencies
- Short-Term Offender Legislation
- Linking of Data Systems of CJC agencies

CRIMINAL JUSTICE COUNCIL MEMBERS

James Backstrom	Dakota County Attorney
Van Brostrom	Dakota County Court Administrator
Tim Cleveland	Community Corrections Deputy Director–Adult
Eric Ellestad	Community Corrections Sr. Probation Officer
Phyllis Grubb	Community Corrections Supervisor
Don Gudmundson	Dakota County Sheriff
Steve Holmgren	Chief Public Defender
Barbara Illsley	Community Corrections Director
Edward Lynch	First Judicial District Judge
Mike McMenomy	Hastings Police Chief
Phil Prokopowicz	Assistant Dakota County Attorney
Dave Rooney	Community Services Director
Mike Scott	Lieutenant – Law Enforcement Center
Richard Spicer	First Judicial District Chief Judge
Michael Turner	Dakota County Commissioner
Jerry Winter	First Judicial District Director

JUVENILE JUSTICE COMMITTEE

The role of the Juvenile Justice Committee is to promote collaborative planning and examination of practices and services as they pertain to juvenile and family court. The committee provides a forum where current issues are discussed, current practice is critiqued, and new ideas are presented and examined. The Juvenile Justice Council is made up of leaders and members of the human service and juvenile justice system in Dakota County: County Attorney's Office, The Sheriff's Department, the Public Defender's Office, the Judiciary, Community Corrections, Social Services, Guardian ad Litem, Court Administration, and County Board.

Major Issues Discussed

- Guardian ad Litem Program
- Accelerated Court Truancy Program
- Juvenile Drug Court Program
- Public Defenders Fees
- Victim Services
- EJJ & Certification Psychological Services
- Legislative Changes

CRIMINAL JUSTICE COUNCIL MEMBERS

Timothy J. McManus	Judge	John Kane	Sheriff's Office
Mary E. Pawlenty	Judge	Michael Turner	County Commissioner
Edward Lynch	Judge	Mary Scheide	County Administration
Patrice Sutherland	Judge	Sue Gegen	Guardian
Richard Spicer	Judge	Joyce Grannis	Legislation
Michael Sovis	Judge	Dave Knutson	Legislation
William Thuet	Judge	David Jaehne	Public Defender
Lori Hunstad	Court Administration	Sharon Freililng	Public Defender
Van Brostrom	Court Administration	Patricia Rettler	Public Defender
Don Bruce	County Attorney	Paul Morreim	Public Defender
Karen Henke	County Attorney	Tanya Frieler	Public Defender
Jane Johncox	Community Corrections	Warren Chaffee	Social Services
Barbara Illsley	Community Corrections	Tina Isaac	Social Services
Greg Sexton	Community Corrections	Patrick Coyne	Social Services
Al Godfrey	Community Corrections		
Dave Rooney	Community Services		

FIRST JUDICIAL DISTRICT

Minnesota has ten judicial districts whose boundaries follow county lines and serve as election districts for the judges. Dakota County is part of the 1st Judicial District along with Carver, Goodhue, McLeod, LeSeuer, Scott and Sibley counties. According to Minnesota's State Constitution, district courts have original jurisdiction in all civil and criminal cases; this means that cases of all types begin in district courts. Within each district, judges elect a chief judge who has general administrative authority there. Attorneys, law enforcement officers, and probation personnel are generally independent from the courts, but their actions directly affect court operations.

Each of the ten judicial districts has a district administrator appointed by the chief judge, with the advice of the district's judges and subject to the approval of the Supreme Court. When judges in the district meet, the district administrator serves as secretary. They often act as a liaison between judges and others outside the judiciary.

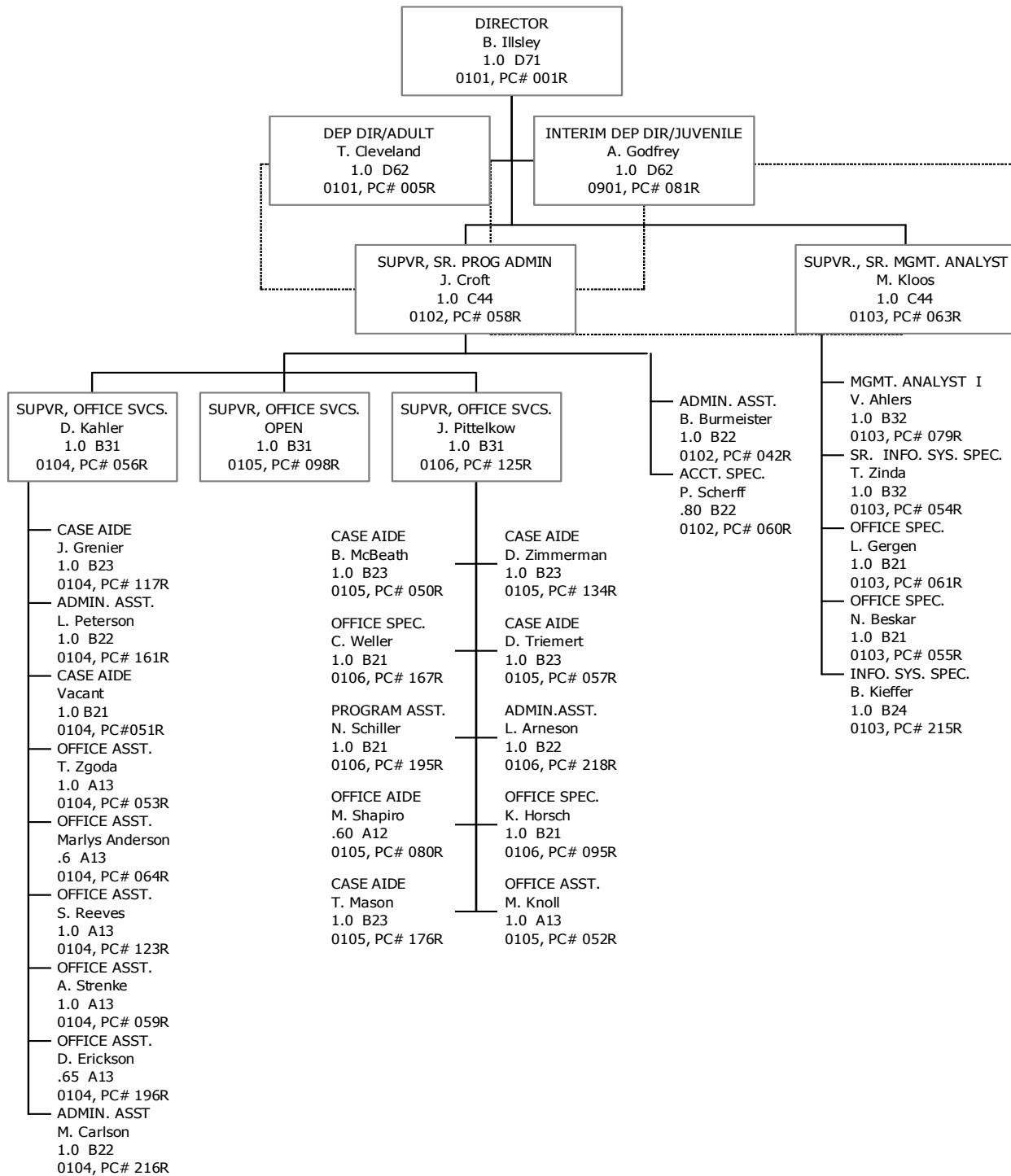
Within a judicial district, each county has a clerk of court, known as the court administrator. Court administrators help judges in processing court cases, set calendars of cases, and assist in case management, among other duties.

JUDGES SEATED IN DAKOTA COUNTY

Karen Asphaug
Robert F. Carolan
Joseph Carter
Duane R. Harves
Robert R. King
Thomas R. Lacy
Edward Lynch
Timothy J. McManus
Leslie M. Metzen
Thomas M. Murphy
Mary E. Pawlenty
Thomas Poch
Martha Simonett
Michael Sovis
Richard Spicer
Rex Stacey
Patrice Sutherland
William F. Thuet

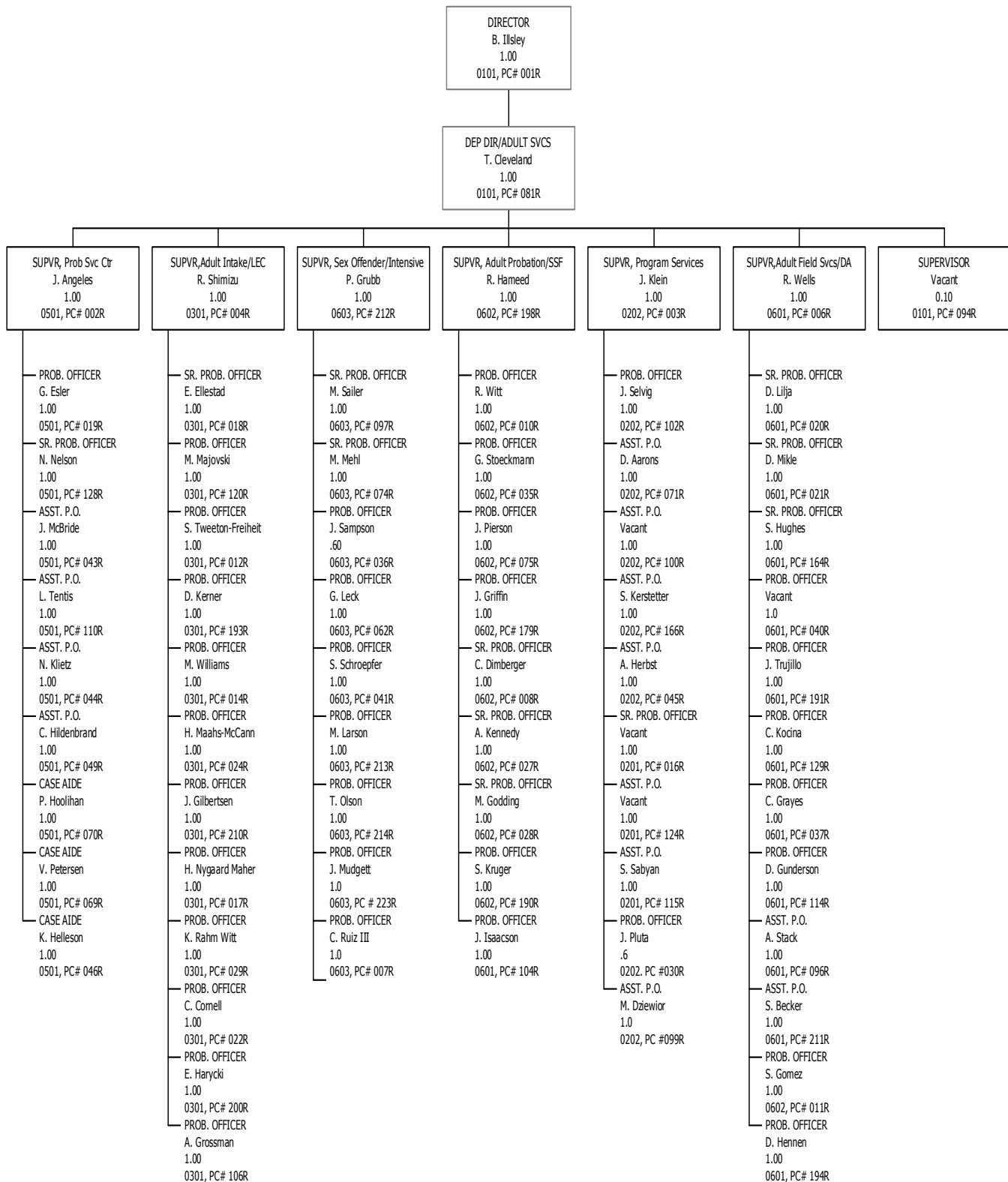
DEPARTMENT ORGANIZATIONAL CHART

ADMINISTRATIVE SERVICES



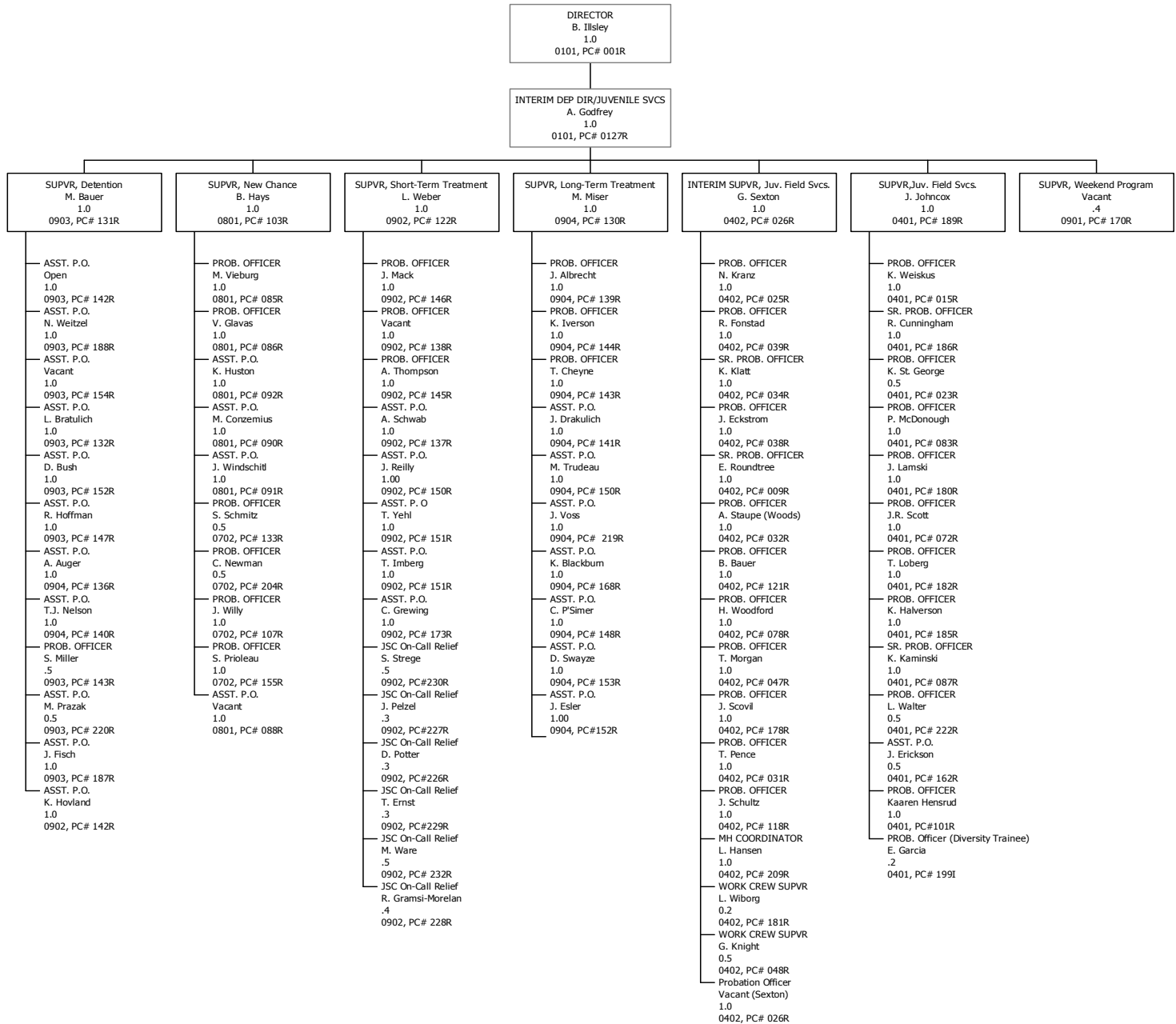
Dakota County Community Corrections

ADULT SERVICES



Dakota County Community Corrections

JUVENILE SERVICES



COMMUNITY CORRECTIONS SERVICES BY CATEGORY

INTAKE	SUPERVISION	PROGRAM	ADMINISTRATION
<ul style="list-style-type: none">• Inventory• Pre-Sentence Investigations• Prior Record Memos• Assessments• Bail Evaluations• Conditional Release• Pre-Disposition Investigation• MN Sentencing Guidelines• Initial Offender Orientation• Mental Health Screening• DNA Testing• Juvenile Certification/EJJ Studies	<ul style="list-style-type: none">• Intensive Supervision• High-Risk Probation/Supervised Release• Adult Probation Service Center• Juvenile Extended Day Treatment• School Based Probation• Juvenile Non-Residential Services• Juvenile Residential Services• Intensive DWI• Gender Specific• Sex Offender• Domestic Abuse	<ul style="list-style-type: none">• Restorative Conferencing• Victim Impact Panel• Restitution Determination• Community Work Service• Youth Repay• Cognitive/Life Skills Program• Sentence to Service• Work Release• Electronic Home Monitoring• School Success	<ul style="list-style-type: none">• Personnel• Staff Development• Budgeting• Financial Reporting• Grant Writing• Volunteer/Intern Programs• Information Services• Support Services• Data Analysis• Contracts• Safety• Probation Fees• Diversity Planning

GRANTS, SUBSIDIES, RE-IMBURSEMENTS

GRANTS received by Dakota County Community Corrections

SERVICE	SOURCE	FY 2004	FY 2005
Adult Felony Caseload Reduction – To reduce caseloads of agents who supervise felony cases.	MN Department of Corrections	\$ 74, 124	\$ 74,124
Adult Sex Offender Programming - To provide treatment services to probation offenders convicted of sex offenses.	MN Department of Corrections	\$ 44,055	\$ 44,055
Chemical Health Wraparound Services – To reduce chemical use with high risk offenders released from incarceration.	MN Department of Public Safety	\$ 110,000	\$ 36,666
Gender Specific Cognitive Life Skills Group – Title V Grant – To help female offenders develop competencies.	MN Department of Economic Security	0	0
Intensive Juvenile Supervision – To provide a community based alternative to residential placement for high-risk youth.	Juvenile Accountability Incentive Block Federal grant	\$ 67,235	\$ 67,235
Intensive Supervised Release - To provide intensive supervision of adult offenders who have completed their prison sentence and have been released to the community.	MN Department of Corrections	\$ 69,883	\$ 69,883
Juvenile Restitution - To operate work crews which generate money to repay victims of juvenile crime.	MN Department of Corrections	0	0
Juvenile Services Wraparound – To provide “wrap-around” services for seriously emotionally disturbed offenders.	MN Department of Human Services	\$ 419,856	\$ 419,856
Remote Electronic Alcohol Monitoring (Safe Streets First) - To provide surveillance for multiple DWI offenders the Safe Streets First Program.	MN Department of Corrections	\$ 43,600	\$ 43,600
SED Violent Youth - Collaborative effort to provide "wrap-around" services for seriously emotionally disturbed youth.	MN Department of Human Services	\$ 475,306	\$ 475,306
Sentencing to Service – To provide an Intermediate sanction program allowing offenders referred by the Court to work on community improvement projects.	MN Department of Corrections	\$ 126,867	\$ 126,867

Dakota County Community Corrections

REIMBURSEMENTS from the State of Minnesota for Services Rendered *(estimates only)*

SERVICE	SOURCE	FY 2004	FY 2005
Extended Juvenile Jurisdiction – To provide supervision for juvenile offenders who also have an adult sentence ordered if the conditions of juvenile probation are violated.	MN Department of Corrections	\$ 0	\$ 0
Pre-Trial Bail Evaluation – To provide recommendations to the court regarding pre-trial release and bail.	MN Department of Corrections	\$ 0	\$ 0
Sex Offender Evaluation- To provide psychosexual evaluations to the Court	MN Department of Corrections	\$ 0	\$ 0

SUBSIDIES from the Minnesota Department of Corrections

SERVICE	GRANTOR	FY 2004	FY 2005
Enhanced Sex Offender Supervision – To provide additional programming and staff money to enhance supervision of sex offenders.	MN Department of Corrections	\$ 360,055	\$ 360,055
Juvenile Detention Services Subsidy Program - To provide financial assistance to counties for the development and use of the least restrictive detention alternatives for juvenile offenders.	MN Department of Corrections	\$ 0	\$ 0
Juvenile Placement Fund - To defray the costs to counties for placement of juveniles in residential treatment facilities.	MN Department of Corrections	\$ 0	\$ 0
Probation Workload Reduction - To reduce probation workload for adult and juvenile probation officers to bring them closer to caseload standards.	MN Department of Corrections	\$ 901,455	\$ 01,455

CONTRACTS

CONTRACTS WITH PRIVATE VENDORS to provide services to correctional offenders.

SERVICE CONTRACTS	CONTRACTEES
Adult Sex Offender Evaluations – To provide psychological evaluations of adult sex offenders.	Peter D. Marston, Ph.D.,LCP. And Associates
Chemical Health Assessor Services – To conduct alcohol/drug assessments as required by the court.	Jan Aquilina, Certified CD Assessor
Chemical Health Wraparound Services - To provide individualized unified systems planning and informal support services for youth with chemical health needs.	Community Drug & Alcohol Services, Inc. Regions Hospital-New Connections programs.
Community Based Intervention Groups – <u>Options:</u> Family intervention strategies for parents <u>Options Plus:</u> Family intervention strategies for parents and youth. <u>ART:</u> Anger management groups for youth.	Community Drug and Alcohol Services
Community Reintegration Services – To assist youth in transition from placement and intensive programming to return to mainstream schools and home community.	Family Based Coun. Inc., Penticoff Community Coun., Renewal Coun. Services Inc. , Phoenix Family Services, Crawford Family Services, Dan Maki Consulting Inc., Cycles of Life Coun., Inc. Willow Branch Coun. Services
Culturally Specific Community Reintegration Services – To assist diverse youth in transition from placement and intensive programming to return to mainstream schools and home community.	Clues Progressive Resources Incorporated.
Domestic Abuse Education Program - To provide therapy sessions and translation services to men convicted of domestic abuse.	La Oportunidad

Dakota County Community Corrections

Drug Testing – To provide urinalysis testing to determine illicit drug use.	RS Eden
Educational Services – To provide a school program for juvenile offenders at the Juvenile Services Center and New Chance Day Treatment Program	School District 917
Electronic Home Monitoring (EHM) – To provide staff and equipment to manage an EHM program, called WatchGuard, for offenders referred by the court.	RS Eden
Expanded Life Choices – To provide a curriculum to aid women to develop and expand life skills.	Gapp Services, Inc. Contracts for services with Independent School Districts 6 and 196
Gender Specific Cognitive Life Skills Groups (Celebrating Self and Choices) – To provide curriculum that helps female offenders develop competencies in the area of self concept and family relationships.	Renewal Couns. Services Inc. Penticoff Community Counseling Amy Clark
Intensive Truancy Monitoring Program – To provide intervention for youth and families at risk for school failure.	Lutheran Social services
Juvenile Services Wraparound - To provide individualized unified systems planning and informal support services for seriously emotionally disturbed youth.	Scoutin Family Services, Inc. Argonauta, Inc. Richard Kessler, Rare Resilience, Inc. Gwydion, LLC, Creative Family Support Services, Inc. Ray of Hope, Inc. Carlson Support Services, LLC, R spirit, Inc. Alv Services, LLC. Life transition Services Inc. Brighter future, Meketarian, Inc. DMS Facilitation, Inc. Olson Family-Based Services, Inc. Lakeview Consulting, LLC.
Juvenile Transportation – To provide transportation for juveniles.	General Security Services Corporation

Dakota County Community Corrections

Juvenile Transportation – To provide transportation for juveniles.	Hastings Bus Company
Multi-Systemic Therapy, Contact Multi-Systemic Therapy - This includes CRS and Behavioral Programming.	Family Based Counseling Inc., Penticoff Community Coun., Renewal Coun. Services Inc. , Phoenix Family Services, Crawford Family Services, Dan Maki Consulting Inc., Cycles of Life Coun., Inc. Willow Branch Coun. Services, OMA, INC.
Out Patient Adolescent Sexuality Treatment Program – To provide assessment and counseling (group, individual and family) to adolescent sex offenders.	Alpha Service Industries Lutheran Social services
Psychological Services – To provide psychological screenings and assessments for juvenile offenders.	Associated Clinic of Psychology
Psychological/Sexual Evaluations – To provide sexual – psychological evaluations of juvenile sex offenders.	Doug Williams
Safe Streets First – To provide comprehensive programs and services for multiple DWI offenders in Dakota County.	Council on Crime and Justice
School based Probation – To provide services, in selected schools, to offenders on probation.	Independent School Districts 6, 191, 192, and 200
Sentence to Service - To operate a program allowing offenders referred by the Court to work on community improvement projects.	General Security Services Contracts for service are made with cities of Burnsville, Eagan, Lakeville and Apple Valley.
Treatment for Sex Offenders – To provide outpatient treatment for adult male perpetrators of sexual abuse or assault.	Project Pathfinder, Inc.

Dakota County Community Corrections

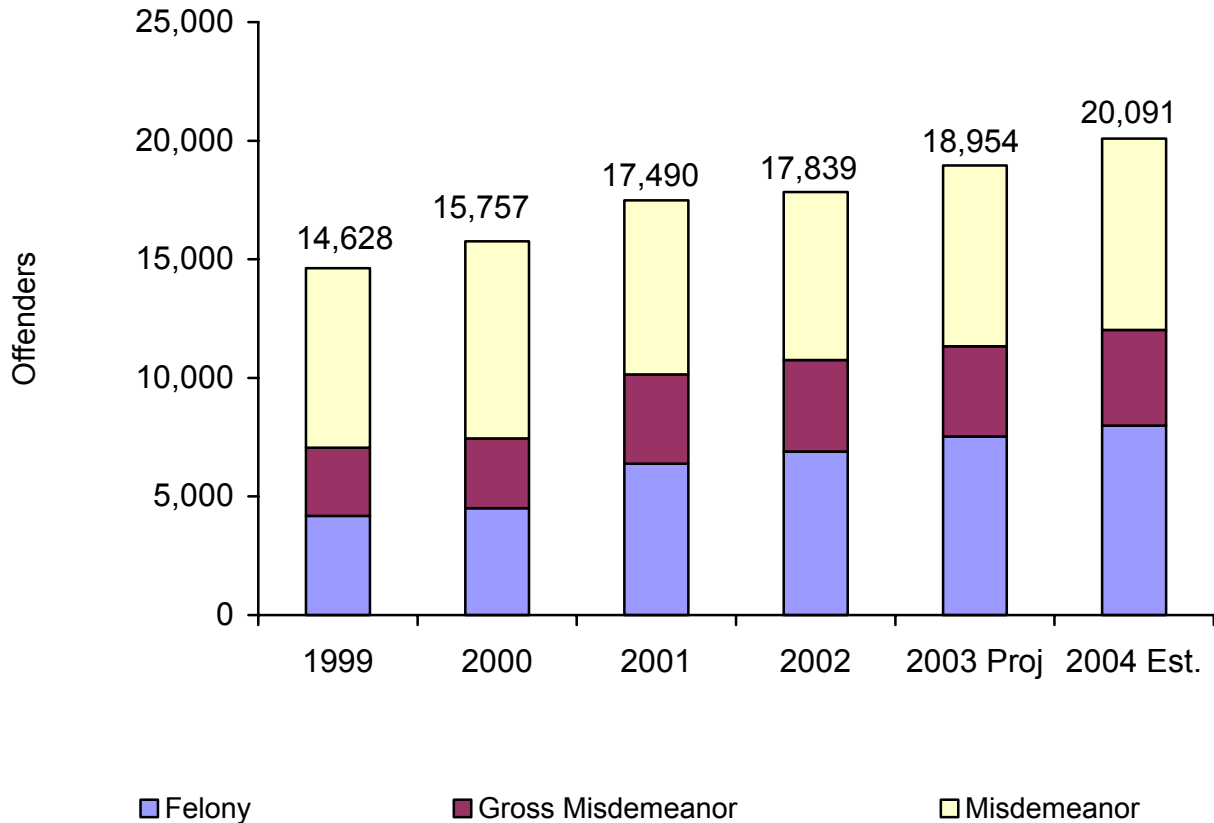
Victim Empathy Classes – To provide victim empathy class for offenders that have demonstrated a need for understanding victim issues and how they can incorporate these concepts into a letter of apology.	Community Action Council (CAC)
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CONTRACTS to provide correctional services to other agencies.

Secure beds in the Juvenile Services Center – Counties contract for specific number of guaranteed beds per year for youth requiring secure detention.	Counties Carver, Goodhue, McLeod, Rice, Scott, and Washington
Supervision of Civil Commitment —The Department Human Services has contracted with our department to provide supervision to a civilly committed sex offender.	Department of Human Services

OFFENDER POPULATION

The number of offenders assigned to probation supervision continues to grow steadily. Despite implementing measures to become more efficient and moving significant numbers of offenders down to lower levels of supervision, caseloads of high-risk offenders continue to rise. Prior efficiency measures have included the assessment of offenders, focusing resources on high-risk offenders and early release from probation of some offenders when conditions have been met. The number of offenders assigned to probation supervision continues to grow at a rate greater than population trends, which are not predicted to plateau until 2015. Until this plateau is reached, increasing pressure on caseloads is anticipated.

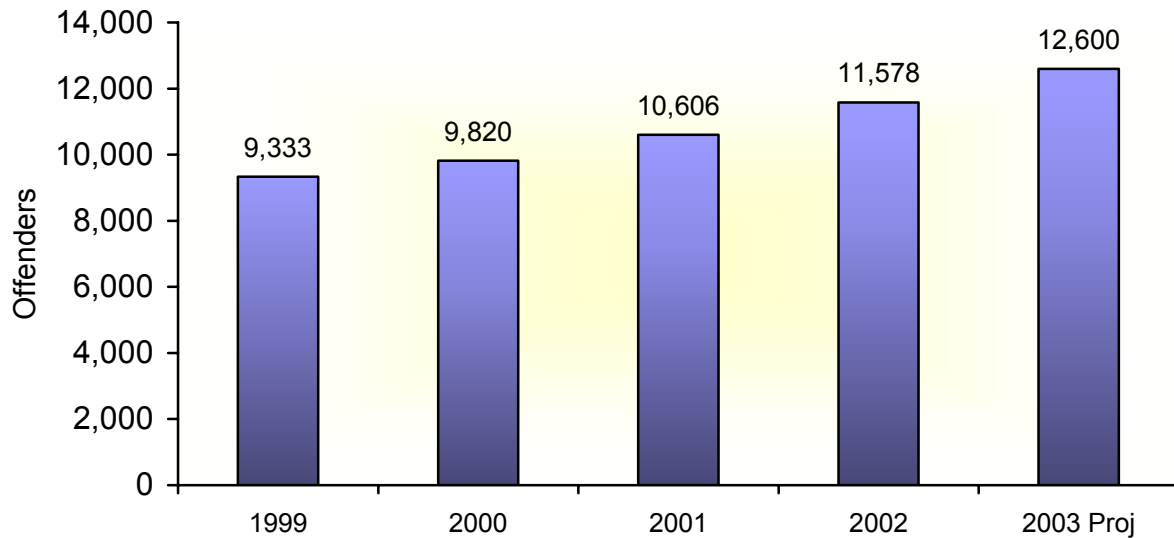


Supervision of probation offenders within Community Corrections increased 22% between 1999 and 2002.

Dakota County Community Corrections

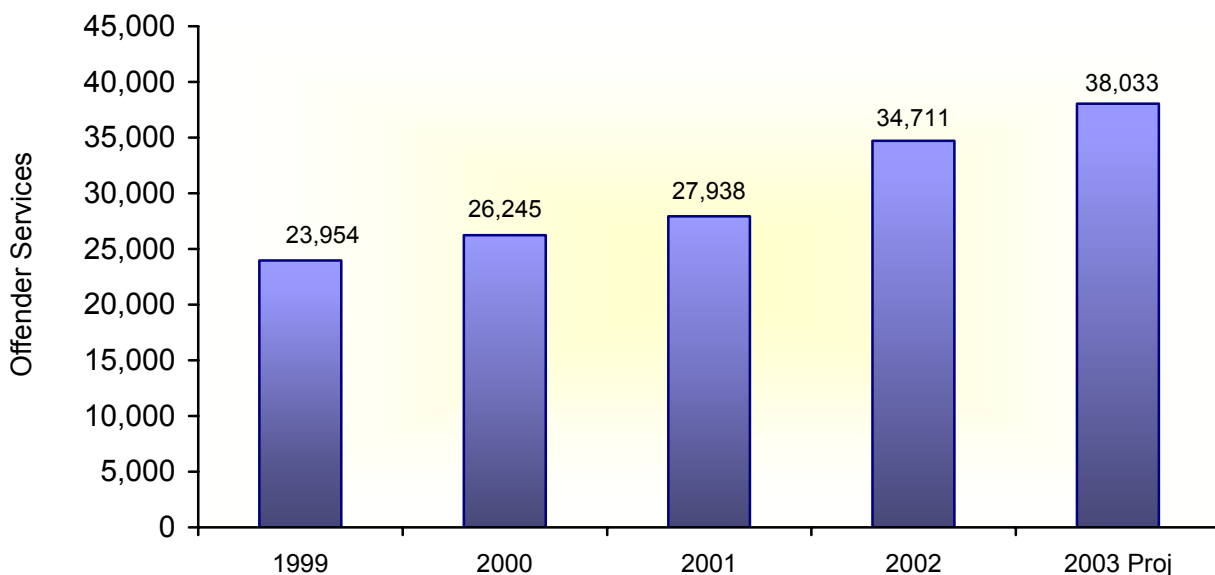
Snapshot Comparison of Total Offenders on Probation Supervision—12/31/99 to 12/31/03

Another indicator of growth is Community Corrections' year-end offender population (December 31st one-day snapshot), which increased 24% between 1999 and 2002. The daily average offender growth is estimated to increase 36% between 1999 and 2003

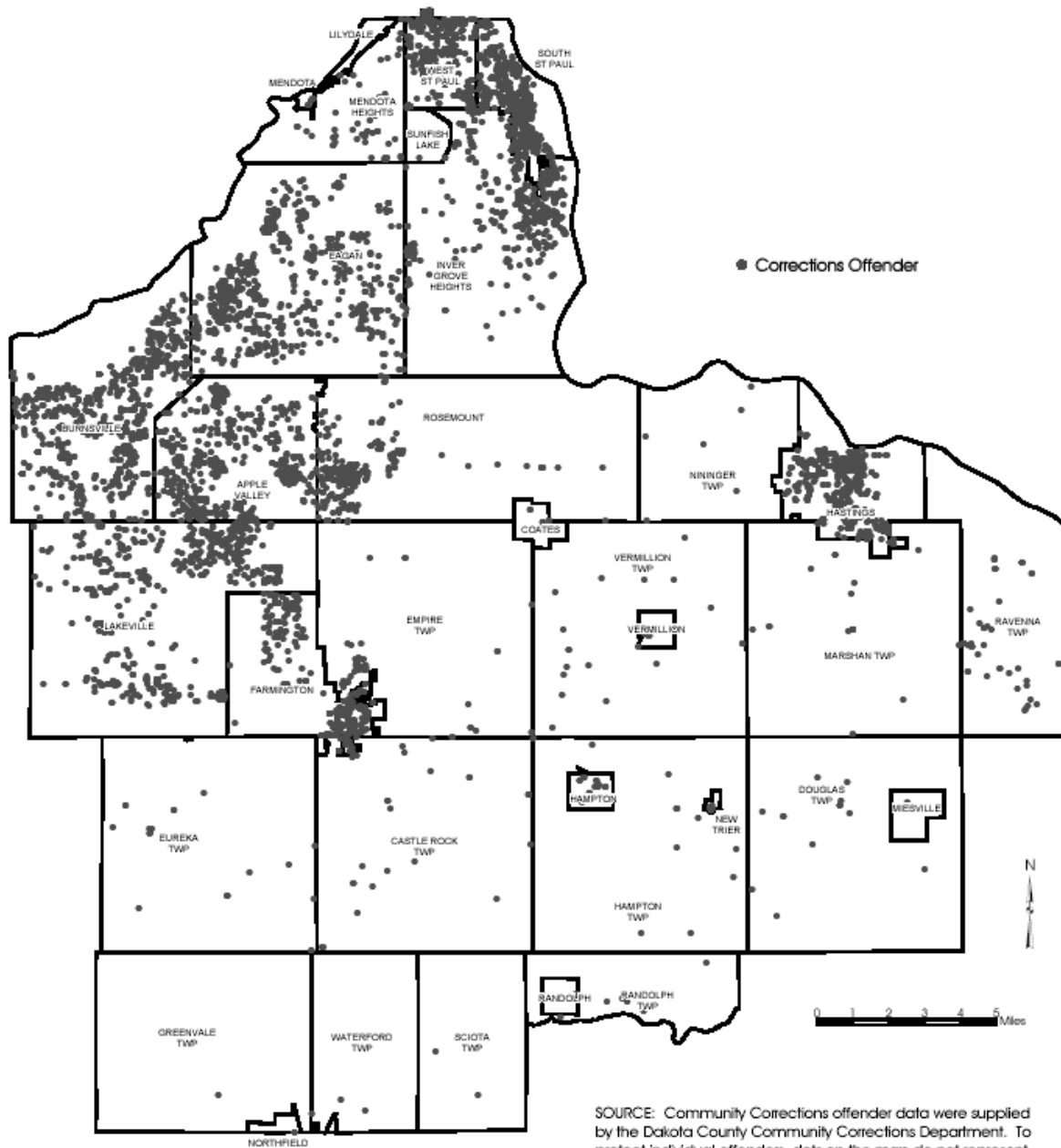


Demand for All Corrections Services

In addition to supervision services, the department also provides pre-sentence and pre-disposition investigations and reports, bail assessments, electronic home monitoring, community work service, sentence-to-service, prior record memos, domestic abuse evaluations, chemical use assessments, and work release.



Dakota County Community Corrections Offenders



Prepared by the Dakota County
Office of Geographic Information Systems

SOURCE: Community Corrections offender data were supplied by the Dakota County Community Corrections Department. To protect individual offenders, dots on the map do not represent actual offender addresses. Offender data shown are adult and juvenile offenders on probation or supervised release as of 8/1/03.

ADMINISTRATIVE SERVICES

EDMS

An Electronic Document Management System (EDMS) will be implemented in the adult section in August 2003. The system will allow virtual processing of case files, and provide access to all case information from any County building. The juvenile and administrative sections will be designed and brought on-line in 2004.

Limited English Proficiency

The Department continues to address the needs of offenders with limited English skills. For example, the department offender orientation brochure and adult probation agreement has been translated into Spanish. Staff use both telephone and in-person translators when needed. During this past year, the Community Services Division has developed quality standards for our interpreters and will be implementing contracts with qualified vendors. Training for department staff who frequently work with interpreters in providing services is available through our countywide training program.

Research and Evaluation

Our department continues to use research and evaluation to keep up-to-date with “best practices” in the field of criminal justice. During the past year, we have researched the use of augmented assessments for domestic abuse offenders, sex offenders, female offenders and chemical dependency offenders. We have also researched such areas as use of drug courts, jail alternatives, and gang behaviors, all in an effort to offer the most effective and efficient services. We continue to evaluate our services to determine if we are meeting our mission.

Staff Development

A department training plan is created annually to help prioritize training based on department needs, program initiatives, state mandates and identified individual staff development needs. Staff is approved for training based on criteria such as the need to maintain work performance standards, new initiatives, licensing requirements, and job/career growth. In 2003 over 50 in-house training opportunities were available to staff on topics such as minority gangs, mentally ill offenders, safety, enhancing case plans, LSI-R and YLSI, JAIMS, CSTS, EDMS, etc.

Support Services

Designing an electronic document management system (EDMS) has been the focus for support services this year, with training and implementation planned for August 2003. Quality customer service is also a priority, with training specific for working with offenders developed and provided by department support supervisors.

Dakota County Community Corrections

HIPAA

The department is complying with the federal government's Health Information Portability and Accountability Act (HIPAA) by providing appropriate consent and release of information forms as defined by statute, as well as tracking disclosures of information.

Volunteer/Intern Program

The Volunteer/Intern Program is staffed by a 1.0 FTE. All volunteers and interns have extensive training before engaging in department functions. There are many positions available for volunteers/interns such as probation officer, facilitator for the Restorative Conferencing program and Circle-keeper in the Juvenile Service Center. Some of the programs the Department offers, such as Restorative Conferencing, relies heavily on the experience and expertise of volunteers in the summer of 2003, the department had to scale back the Restorative Conferencing Program due to budget cuts.

	1999	2000	2001	2002	2003 (est)
# of volunteers	17	43	52	50	20
# of hours volunteered	1,500	3,349	3,004	3,669	1,500
# of interns	37	36	33	32	32
# of intern hours	8,845	9,771	10,605	8,355	8,400

Management Information

The Information Services Unit supports and maintains 2 Offender Information Systems:

- (1) Court Services Tracking System (CSTS)** The CSTS Corrections User Group is in the process of re-writing the CSTS software to address changes in technology. The user group is taking advantage of this opportunity to provide greater application functionality, increased probation officer tools, and improved outcome measurement and data collection. The project is being partially funded with federal CriMNet monies. Statewide implementation is scheduled for first quarter, 2004.
- (2) Juvenile/Adult Information Management System (JAIMS).** Eight agencies throughout the state collaborated on the design of software for their juvenile detention facilities. The project was partially funded with a Department of Correction's grant. Software design and beta testing were completed in December 2002. We completed the data conversion from our current application and 'went live' on May 30, 2003. The non-residential programs at the Juvenile Services Center have also been incorporated into the application beginning June 2, 2003, including the billing functions, which were done manually in the past.

In addition to the Information Systems, the unit manages 14 databases (10 of which were designed by department staff) for the collection of data, managing and scheduling of offenders, and statistical and outcomes reporting. This unit also performs analysis on two assessment databases, the LSI-R and the YLSI, that are stored on a MN Department of Corrections server.

Diversity

In 2001, Dakota County Community Corrections developed a diversity plan as part of our vision: "We practice respect by valuing our differences and honoring others' perspectives." A diversity committee was established to address issues, make recommendations and promote awareness and understanding. We seek to create an environment that supports these beliefs through inclusion, education and awareness.

ADULT JUSTICE SERVICES

DIVERSION

Diversion programming for adult offenders in Dakota County is under the Auspices of the County Attorney's office.

RISK AND NEEDS ASSESSMENT

Dakota County Community Corrections uses the Level of Services Inventory – Revised (LSI-R) as the tool to assess criminogenic risk and needs. All felony, gross misdemeanor and person misdemeanor offenders are assessed at either the time of the Pre-Sentence Investigation or at the time of Intake. The offender is then assigned to either a high or low level of supervision. In addition, if the offender is a sex offender, domestic abuse offender, female offenders or court-ordered to Safe Streets First, they are assigned to a specialized caseload.

COURT AND INTAKE SERVICES

Court Documents

Intake staff prepare a variety of investigations and evaluations to assist the Court in making decisions: Pretrial evaluations are prepared to assist the court in determining whether arrestees, charged with a criminal offense, can be returned to the community, and if so, what conditions should be ordered. Pre-Sentence Investigations, Prior Record Memos and Minnesota Sentencing Guidelines worksheets all assist the court in making dispositional decisions.

	1999	2000	2001	2002	2003 (est.)
# of pre/post Investigations	472	426	504	513	552
# of prior record memos	1,149	1,210	1,385	1,530	1,654
# of MN sent. guidelines (felons)	778	883	915	1,085	1,150
# of bail evaluations	1,061	1,029	1,030	1,353	1,330

Intake Functions

Intake staff also complete a variety of assessments including, gambling, alcohol, and domestic abuse. Information from these reports helps the court and the supervising officers determine the type and extent of problem areas that need to be addressed during the supervision period. Selected offenders (all felons, all gross misdemeanors and person misdemeanors are assessed for risk and needs using the LSI-R. Finally, Intake staff have an initial meeting with the offender, outlining the requirements of probation.

	1999	2000	2001	2002	2003 (est.)
# of general Intake	1,719	2,666	2,476	2,871	3,000
# of gambling assessments	205	130	164	161	165
# of alcohol assessments	1,460	1,490	1,353	1,186	1,100
# of domestic abuse assessments	466	517	574	545	550
# of LSI-Rs completed	---	586	1,252	1,224	1,300

SUPERVISION

Several different factors are used to determine supervision level of offenders. For Dakota County offenders, this determination is made by the Intake staff; for cases being transferred in, the determination is being made by the transfer specialist staff.

- **Offense:** All misdemeanor non-person offenders are assigned to an Administrative level of supervision.
- **Assessment Score:** The remaining offenders (felony, gross misdemeanor and person misdemeanor) are assigned to supervision based on their assessment score on the LSI-R.
- **Department Directives:** The department has created specialized caseloads for sex offenders, domestic abuse offenders, intensive supervision offenders and female offenders; all offenders who fall into these categories are assigned to their respective specialized caseload.
- **Court Order:** If an offender is ordered to participate in Safe Streets First, he/she is assigned to that specialized caseload.

Intensive Supervision

The Intensive Supervised Release (ISR) program provides intensive supervision to offenders, designated as the highest risk to public safety, as they transition from prison back into the community. This program requires a high level of unannounced face-to-face contacts with the supervising officer, in the offender's home and/or place of work. Offenders are placed on highly structured house arrest and have frequent urinalyses. Offenders are on the program for one year or until expiration of their sentence, whichever occurs first.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	91	95	107	104	115
# of new offenders assigned	34	52	60	56	67
Ratio of staff to offenders	1:22	1:20	1:22	1:19	1:22

High Risk Supervision

This level of supervision consists of both one-to-one contacts on a bi-monthly basis as well as participation in cognitive groups. Contacts may take place in the office, in the offender's home or at the offender's place of employment. Emphasis is on public safety, accountability, competency development and victim/community reparation. Beginning in spring, 2003, staffing changes were made so that offenders would be assigned to an agent based on geographical location of residence, thus providing more effective and efficient supervision. In addition, more offenders were placed in the PSC, which allowed the department to move three staff to supervision of high risk offenders thus reducing caseloads to a more manageable size.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	1,650	1,695	1,463	1,596	1,575
# of new offenders assigned	1,404	1,321	1,149	1,018	1,000
Ratio of staff to offenders	1:128	1:81	1:99	1:92	1:90

Lower Risk Supervision

This supervision level includes the Probation Service Center, Administrative Reporting and "All Conditions Completed" (ACC.) The Probation Service Center is a group supervision model where probation officers meet with offenders on a quarterly basis to review their probation status. It is expected that offenders will be able to complete conditions with little or no help from probation staff. Administrative Reporting is for misdemeanor offenders who are required to keep the department informed of their current address and report verification of completed conditions. ACC is a category of offenders who have completed all court conditions and their LSI-R score places them at the lower risk level. These offenders are required to keep the department informed of any address or status changes.

As indicated above, changes were made to reduce the caseload of officers who supervised higher risk offenders. These changes resulted in an increase in the number of offenders who were being supervised in the Probation Service Center. This increase is reflected in the 2003 estimate below.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	7,209	6,890	6,735	6,552	7,552
# of new offenders assigned	4,370	3,793	3,855	3,901	4,300
Ratio of staff to offenders	1:452	1:415	1:405	1:417	1:500

SPECIALIZED CASELOADS

Specialized Caseloads have been established to address those specific needs of the identified populations and to allow the supervising officer to become more knowledgeable regarding the issues of these offenders.

Gender Specific Supervision

Gender specific supervision offers female offenders opportunities to address their unique risks and needs. Supervision consists of individual and group contacts and specialized cognitive programming. The goal is to help the female offender find alternatives to criminal activity, mobilizing personal strengths and productively using community resources.

	1999	2000	2001	2002	2003 (est.)
# of number of offenders served	N/A	N/A	105	81	90
# of new offenders assigned	N/A	N/A	66	32	35
Ratio of staff to offenders	N/A	N/A	1:58	1:54	1:55

Intensive Repeat Alcohol-Driving Supervision (Safe Streets First)

Supervision for these offenders combines chemical dependency treatment and surveillance and is primarily for offenders with 3 or more alcohol-driving offenses. Each offender has an individualized case plan which addresses the issues that brought the offender into the criminal justice system and which develops a plan for behavior changes. The program includes 30 days of Electronic Home Monitoring, individualized case plans, extensive drug testing (with immediate sanctions for failed tests) and random home visits

	1999	2000	2001	2002	2003 (est.)
# of offenders served	355	359	370	352	330
# of new offenders assigned	252	206	196	186	160
Ratio of staff to offenders	1:203	1:169	1:163	1:168	1:165
% of offenders who have alcohol related offences w/in 1 year of successful discharge	8.2%	8.3%	7%	6%	N/A

Domestic Abuse Supervision

All partner-related domestic abuse offenders are assigned to this caseload to address their specific needs. Supervision includes assessment, using the LSI-R and Spousal Abuse Risk Assessment--SARA), case planning and regular contacts by the Probation Officer. Programming includes referral to an appropriate treatment program based on the assessment score with the goal of helping the offender learn alternatives to physical violence. Supervising officers work closely with treatment providers, victim advocates, law enforcement and other agencies working with the offender. In June 2003, an additional .5 FTE Probation Officer was assigned to this unit to help reduce caseloads.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	N/A	960	1,063	1,109	1,200
# of new offenders assigned	N/A	646	581	552	580
Ratio of staff to offenders	N/A	1:138	1:156	1:158	1:160

Transfer Unit

In April 2003, the Transfer Unit was created in order to reduce caseloads of supervising agents. The majority of felony and gross misdemeanor cases, living outside of Dakota County at the time of sentencing, are assigned to this unit for transfer to their county or state of residence. Once the case has been accepted for transfer, staff in this unit continue to monitor the case to insure reports are submitted and to act as a liaison between the supervising county and Dakota County. Data regarding this program will not be available until the end of 2003.

Sex Offender Supervision

All offenders, who are involved in sex-related offenses, are assigned to this unit. Services include Pre-Sentence Investigations, Psychological Evaluations and supervision. Offenders are assessed using several different tools, the LSI-R to assess criminality, the STATIC-99 to assess risk for sexual re-offending and the Sex Offender Needs Assessment Rating (SONAR) to assess current "triggers" in the sex offender's life. The majority of supervision is provided via a group modality, although home visits are frequently used to help the officer determine offender activities. Probation officers collaborate with treatment staff, police departments, families and communities to insure that the offender complies with court-ordered conditions.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	244	299	337	372	390
# of new offenders assigned	85	252	296	87	106
Ratio of staff to offenders	1:91	1:46	1:56	1:51	1:60

Persons of Color

Dakota County recognizes and attempts to address issues that relate to persons of color, both in terms of staff complement and offender population. The County Employee Relations department has specific procedures to insure that persons of color are interviewed during the hiring process. In addition the department has recently developed a staff diversity plan. Every effort is made to refer offenders to specific programs for persons of color whenever these are available. Finally, staff receive diversity training on an annual basis so that they are familiar with racial differences and how these play out in the lives of offenders.

JUVENILE JUSTICE SERVICES

DIVERSION

School Success

This is a truancy diversion program that provides intensive counseling to juveniles and their families. The goals of the program include improving school attendance, avoiding the need for court intervention and improving coordination across agencies and systems. The program is a collaborative between our department, Dakota County schools, Dakota County Attorney's office, Dakota County social services, and the University of Minnesota's Check and Connect program, which provides monitoring services.

School Year	1999-00	2000-01	2001-02	2002-03	2003-04 (est)
# of offenders served	601	652	669	705	725
# of diversion conferences held by School Success coordinators	535	594	570	524	500
# of opened Check and Connect cases	130	140	188	148	130

RISK AND NEEDS ASSESSMENT

Dakota County Community Corrections uses the Youth Level of Service Inventory (Y-LSI) to assess all juvenile offenders for criminogenic risk and needs. Based on the resulting score, the offender is then assigned to low, high or intensive supervision. In addition, if the offender is a sex offender, female, or is eligible for school-based probation, they are assigned to a specialized caseload.

COURT AND INTAKE SERVICES

Court Documents

Intake staff prepares a variety of investigations and evaluations to assist the Court in making decisions: Pre-dispositional Investigations are prepared to assist the Court in determining appropriate dispositional decisions. When the County Attorney's office makes a motion that a juvenile should either be certified as an adult or sentenced under the Extended Jurisdiction Juvenile statute (EJJ), additional studies must be completed.

	1999	2000	2001	2002	2003 (est.)
# of Pre-Dispositional Investigations	67	53	69	68	68
# of Certification /EJJ Studies	8	10	14	10	10

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Intake Functions

The Youth Level of Service Inventory (Y-LSI) is the risk and needs assessment tool for juvenile offenders. Based on the resulting score, the offender is then assigned to low, high or intensive supervision. In addition, if the offender is a sex offender, female, or is eligible for school-based probation, they are assigned to a specialized caseload.

	1999	2000	2001	2002	2003 (est.)
Court Intakes	N/A	343	829	1,047	1,200

SUPERVISION

Several different factors are used to determine supervision level of offenders.

- **Offense:** All misdemeanor non-person offenders are assigned to an Administrative level of supervision.
- **Assessment Score:** The remaining offenders (felony, gross misdemeanor and person misdemeanor) are assigned to supervision based on their assessment score on the LSI-R.
- **Department Directives:** The department has created specialized caseloads for sex offenders, domestic abuse offenders, intensive supervision offenders and female offenders; all offenders who fall into these categories are assigned to their respective specialized caseload.
- **Court Order:** If an offender is ordered to participate in Safe Streets First, he/she is assigned to that specialized caseload.

Intensive Supervision

This level of supervision targets high-risk offenders who are in need of accountability measures to stabilize them in a community setting until further pro-social factors can be developed. Juveniles are referred to this supervision level either as a result of new charges or as a transition component from the Juvenile Service Center long-term program. Supervision includes daily contact, curfews, regular urinalysis, and swift consequences for non-compliance.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	N/A	72	79	70	75
# of new offenders assigned	N/A	42	48	34	38
Ratio of staff to offenders	N/A	1:21	1:24	1:17	1:20

High Risk Supervision

This level of supervision provides one-to-one supervision for offenders identified as higher risk by the Y-LSI. A case plan is prepared which addresses risk and need factors for public safety, competency development and victim restoration. Offenders are referred to community programs for counseling, education and out-of-home placements. Supervision of the EJJ offenders is also included in this category.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	472	313	321	359	365
# of new offenders assigned	181	149	238	250	260
Ratio of staff to offenders	1:27	1:27	1:28	1:40	1:42

Lower Risk Supervision

At this level of supervision, the primary goal is to monitor compliance with court orders. Contact is primarily via phone/mail; if necessary, offenders may be seen individually to assist them to complete court conditions.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	800	857	896	1,072	1,200
# of new offenders assigned	517	493	468	381	380
Ratio of staff to offenders	1:235	1:245	1:312	1:254	1:255

SPECIALIZED CASELOADS**Sex Offender Supervision**

All juvenile offenders, who are involved in sex-related offenses, are assigned to this caseload to address their specific risk and need factors. Offenders are assessed using several tools: the LSI-R to assess criminality and the Estimate of Risk of Adolescent Sexual Offense Recidivism (ERASOR) to determine the level of treatment the offender will need. The caseload is designed to support outpatient therapeutic interventions and integrate community supports.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	N/A	N/A	75	75	75
# of new offenders assigned	N/A	N/A	34	34	34

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Ratio of staff to offender	N/A	N/A	1:34	1:34	1:34
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School Based Supervision

This is a supervision program where probation officers are officed in high schools (Farmington, South St. Paul, Hastings, and Burnsville). The Probation officers have a better understanding and quicker response to truancy and behavior management concerns, which avoids the use of out-of-school suspensions. They can support the relationship between families and schools, and impose restorative accountability measures reducing the need to return the juvenile to court.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	N/A	N/A	201	195	200
# of new offenders assigned	N/A	N/A	77	92	100
Ratio of staff to offender	N/A	N/A	1:21	1:28	1:30

Gender Specific Supervision

Gender Specific supervision is designed to address the issues (abuse, trauma and destructive relationships) specific to high-risk female offenders in the system. Gender Specific supervision is a central component in the continuum of services offered to the female offenders. Currently there are two high-risk Gender Specific Program Probation Officers each supervising on average of twenty-five offenders. When an offender is determined to be in need of Intensive Supervision Program, an Intensive Supervision Probation Officer is added to the supervision team, which increases accountability.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	N/A	N/A	95	91	90
# of new offenders assigned	N/A	N/A	37	33	30
Ratio of staff to offender	N/A	N/A	1:27	1:27	1:25

NON-RESIDENTIAL

Juvenile offenders, who require more intensive supervision and structure than community probation can provide, are referred to specific programs that address their behaviors and needs. Participation in these programs ranges from 15 days to 9 months, depending on the youth's circumstances and progress made toward required changes in behavior. These programs serve as a part of the continuum from secure residential treatment to successful reintegration into the community.

New Chance Extended Day Treatment

New Chance a 6 to 9 month program for serious, chronic and potentially violent offenders; it is highly structured and intensive, offering a full day of school, with 3 rotating curriculums, small groups as well as employment preparation and transition support. All components are aimed at reducing recidivism by reducing risk scores, meeting needs and increasing offender and family strengths. Offenders are monitored electronically for the first 30 days of the program.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	58	50	36	39	40
# of new offenders assigned	40	31	23	24	25
# of successful completions	15	16	8	4	6

Non-Residential Short-Term (NRST)

The NRST program targets offenders who need motivation to change self-defeating behaviors (generally traditional probation services or programs have been unsuccessful) and offers a transition component for offenders returning from out-of-home placements. The program includes a series of both cognitive and physical exercises, as well as community work service. There is also a psycho-educational component that offers alternatives to offenders whose substance abuse interferes with life functioning.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	87	77	78	48	55
# of new offenders assigned	76	66	69	45	50

Gender Specific Non- Residential Short Term (CHOICES)

This program, which began in late summer of 2002, targets juvenile female offenders in need of structure and information in a twice a week support group setting. The program is designed to encourage critical thinking, develop competencies, enhance self-concept and awareness and develop healthy relationships with family, friends and community. Data regarding this program will not be available until the end of 2003.

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Multi-systemic Therapy (MST)

MST targets high-risk offenders and their families with the goal of avoiding out-of-home placement and shortening the length of residential placement. This is an intensive ecological therapy in which every system (home, school, work, peers and community) that interacts with the offender is viewed as the "client." The goal is to provide assistance to each system so it can successfully support the offender in the home and in the community. Services include six to ten hours/week of direct intervention for three to five months.

	1999	2000	2001	2002	2003 (est.)
# of offenders assigned during year	35	45	69	51	55

Wrap-Around Program (WRAP)

The WRAP is built on a community based family preservation model for severely emotionally disturbed (SED) and violent youth. Each juvenile has a WRAP team that includes family members, WRAP coordinator, probation officer, social workers, school representative, coaches, and mentors. The WRAP team meets on a regular basis to identify strengths and risk areas that either support or interfere with the juvenile's success at home, school, and work. Once a WRAP plan is developed there are flexible funds available to aid in the achievement of the plan.

	1999	2000	2001	2002	2003 (est.)
# of juveniles served	N/A	N/A	110	154	160
# of juveniles assigned during year	N/A	N/A	60	90	120

RESIDENTIAL SERVICES

Although every effort is made to maintain offenders in their homes and communities, sometimes, temporary removal from the community is needed. This approach requires that staff determine the level of services based on the Y-LSI and public safety concerns. Each out-of-home placement longer than 30 days is reviewed by the staffing team for completion of treatment goals and the development of a transition plan.

Detention Program

This program provides a secure setting for higher risk juvenile offenders who are awaiting court or post-court placements. This program serves both male and female offenders. The Detention Program has an evaluation program which includes a psychological evaluation, chemical dependency evaluation, and offender risk assessment (YLSI).

	1999	2000	2001	2002	2003 (est.)
# of offenders served	564	622	694	671	670
# of offenders detained during year	57	610	653	647	650

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Short-Term Residential Treatment Program

The JSC offers a 10-bed secure program for medium- to high-risk juveniles who are either court-ordered or assessed by a placement committee as needing this type of service. The program lasts up to 90 days (short-term) and the components include assessment and treatment plans, school, cognitive-behavioral programming, life-skills building, chemical health, offender and family treatment services and transition planning.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	189	260	230	279	300
# of offenders placed during year	186	255	222	260	290
% of offenders returned to community	N/A	N/A	N/A	70%	70%

Long-Term Residential Treatment Program

This is a 10-bed intensive secure residential treatment program for high-risk offenders. The length of stay is 3 to 18 months. These offenders are either ordered by the court or assessed by a placement committee as needing this level of accountability and programming. Participants receive a comprehensive evaluation in a highly structured behavior modification and cognitive behavioral setting. Emphasis is on thinking and behavior pattern identification, the restructuring of thinking and the practice of alternative behaviors. Privileges are gradually returned as participants identify their criminal thinking and can demonstrate pro-social behaviors to replace maladaptive coping strategies. Length of stay is based upon the offense, criminal history and risk score. A transition plan is identified for each youth that completes the program.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	32	31	27	25	25
# of offenders successfully completed	32	29	18	17	17

Mental Health Screening Program

The Mental Health Coordinator performs mental and chemical health screenings on all youth admitted into Juvenile Services Center programs. If this screening indicates mental/chemical health issues the coordinator completes a psychological assessment. The coordinator works with the probation staff in addressing barriers for youth trying to access mental health services via insurance/medical assistance, and consults with probation staff on mental health issues and case plan development. The coordinator also participates on WRAP teams for youth who are at risk for out of home placement. In 2000, 46% of the 394 youth screened were found to have mental or chemical health issues.

Persons of Color

Dakota County recognizes and attempts to address issues that relate to persons of color, both in terms of staff complement and offender population. The County Employee Relations department has specific procedures to insure that persons of color are interviewed during the hiring process. In addition the department has recently developed a staff diversity plan. Every effort is made to refer offenders to specific programs for persons of color whenever these are available. Finally, staff receives diversity training on an annual basis so that they are familiar with racial differences and how these play out in the lives of offenders.

COMMUNITY JUSTICE PROGRAMS

VICTIM RESTORATION PROGRAMS

Dakota County Community Corrections provides a variety of programs that restore the loss suffered by the victim(s).

Offender Repay

This program provides a supervised and structured work crew for juvenile offenders who have been court ordered to perform community work service (CWS) or to pay restitution to their victim(s). Crew leaders strive to help offenders work in an environment where they are able to give something back to the community that is meaningful and observable, and at the same time help develop job skills.

	1999	2000	2001	2002	2003 (est.)
# of offenders served	297	292	247	296	320
\$ value of restitution paid to victims	\$10,360	\$9,723	\$11,330	\$14,860	\$18,000
# of community work service hours	2,664	3,167	2,559	2,552	2,600

Restitution Determination

Staff is responsible for determining the amount of restitution owed to victims. Victims are required to document their losses through signed affidavits. Staff provides information and guidelines to victims regarding the documentation needed to verify restitution claims.

	1999	2000	2001	2002	2003 (est.)
# of adult determinations	732	614	842	1,113	1,400
# of juvenile determinations	445	500	320	425	450

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Revenue Recapture

Revenue recapture is a seizure of tax refunds, rent credits and lottery winnings issued by the Minnesota Department of Revenue. It is one “tool” used by the department to collect court-ordered financial obligations from offenders who are delinquent making payments.

	1999	2000	2001	2002	2003 (est.)
# of dollars recaptured	\$106,036	\$ 98,875	\$81,834	\$61,775	\$80,000

Restorative Conferencing

This program focuses on repairing harm by facilitating conferences in which victims, offenders and their family members are engaged in resolving the consequences of crime. A trained volunteer acts as the facilitator and ensures that all parties are treated in a fair and respectful manner. The facilitator is also responsible for guiding the participants towards an agreement that restores all parties to the greatest degree possible. In July 2003, the Restorative Conferencing Program was scaled back due to budget cuts.

	1999	2000	2001	2002	2003 (est.)
# of adults referred	10	6	9	9	5
# of juveniles referred	155	145	148	135	70
# of completed sessions	78	71	57	55	25

COMMUNITY RESTORATION PROGRAMS

Dakota County Community Corrections offers a variety of programs with the goal of repairing the harm caused by crime.

Community Work Service (CWS)

Juvenile and adult offenders are ordered (either by the Court or a diversion program) to complete CWS as a consequence for illegal behaviors and as a way to repair harm done to the community. Program staff screen the offenders to ensure that program criteria are met and that the offender is non-violent. Approximately 400 non-profit agencies (churches, schools, parks, cities and county government) partner with our department to provide work sites for these offenders.

Adult	1999	2000	2001	2002	2003 (est.)
# of offenders referred	679	736	683	682	685
# of hours completed	24,196	27,498	26,007	23,585	24,000

Juvenile	1999	2000	2001	2002	2003 (est.)
# of offenders referred	771	664	709	655	675
# of hours completed	14,035	10,834	9,485	8,999	9,000

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Sentencing to Service Program (STS) – Adult only

Non-dangerous offenders are court-ordered to participate in supervised work crews in lieu of jail time or fines. Offenders incarcerated in the Dakota County jail may participate in the Sentencing To Service Program to reduce their jail time. The program operates 7 days per week, using 17 crews each week. Contracted vendor staff supervise the crews, who perform work at area non-profit agencies and local governmental entities. The Courts use the program as a consequence for illegal behavior and as a means to repair some of the harm caused by offender crimes. The program also helps offenders to re-connect to their communities in a positive manner.

	1999	2000	2001	2002	2003 (est.)
# of offenders in program	817	810	857	978	1,050
# of hours completed	48,564	45,176	51,784	59,201	60,000
% successfully completed	69%	64%	75%	73%	75%
\$ value of jail days saved	\$315,640* \$450,230**	\$293,644* 502,583**	\$336,596* \$576,097**	\$382,980* \$655,485**	\$421,200* \$720,900**
# of jail bed days saved	6,0705	5,647	6,473	7,365	8,100
\$ value of labor savings to community @ \$5.15/hr	\$261,414	\$232,656	\$266,688	\$304,885	\$340,000

* Uses state conversion rate of \$52.00/day.

** Uses Dakota County Sheriff's office conversion rate of \$89.00/day.

OFFENDER ACCOUNTABILITY PROGRAMS

Work Release

Employed adult offenders, who are sentenced to serve a custody term in the Dakota County jail, may be released daily to maintain their current job. The sentencing judge determines eligibility for work release. Program staff verify the employment, set release hours, and check on attendance at the place of employment.

	1999	2000	2001	2002	2003 (est.)
# of offenders referred	398	389	465	463	465
# of days served	14,958	14,653	14,143	14,034	14,100
# of days in program (average)	30.9	38.8	30.4	30.3	30.5

Repeat DWI Offender Monitoring Pilot

State law requires that individuals arrested for Driving While Intoxicated (1st, 2nd and certain 3rd degree) must receive maximum bail or be released with certain conditions. When offenders are released with conditions, they are referred to the Repeat DWI Offender Monitoring Pilot (began in July 2002). Participants are required to provide breath samples at least 3 times per day using alcohol-sensing equipment placed in the offender's home. Compliance problems are immediately addressed through the program's violation process.

	1999	2000	2001	2002	2003 (est.)
# of offenders referred	N/A	N/A	N/A	67	114
% successfully completed	N/A	N/A	N/A	79%	80%
# of offenders/day (average)	N/A	N/A	N/A	11.1	12.0

Electronic Home Monitoring

Selected offenders may be court ordered to serve their term of incarceration at their home. Their schedules and compliance with prohibitions, regarding the use of alcohol during the monitoring term, are electronically monitored through specialized equipment placed in the home. Offenders are released from their home for employment and to maintain treatment and family involvement.

	1999	2000	2001	2002	2003 (est.)
# of offenders referred	960	953	1,009	1,024	1,050
% successfully completed	92%	93%	93%	94%	94%
# of total days	28,506	27,485	29,326	31,097	34,000

OFFENDER COMPETENCY PROGRAMS

Cognitive skill groups are provided to high-risk adult offenders with the goal of increasing competency in cognitive skills and cognitive restructuring. There are several curriculums offered for adult and juvenile offenders.

- ABC: A skill-based cognitive curriculum that addresses such areas as problem solving, goal setting and the link between thoughts and behavior.
- Reasoning and Reacting: An extensive cognitive behavior juvenile curriculum designed to enhance decision-making skills.

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- **CHANGE:** A juvenile cognitive chemical health curriculum where offenders evaluate and makes changes in their use of chemicals.
- **Anger Replacement Therapy:** An anger management group where offenders develop skills to control their emotional responses.
- **Moral Reconciliation Therapy:** A systematic cognitive-behavioral treatment system for offenders designed to alter how offenders think and how they make decisions about right and wrong.
- **Cog/CD Program:** An intensive, cognitive-behavioral oriented program for adult male offenders who have had a previous history of chemical dependency treatment. The program has a strong focus on relapse and recidivism prevention and recognizes that individuals go through stages when making changes in their life adjustment problems.

	1999	2000	2001	2002	2003 (est.)
# of offenders referred	N/A	N/A	Juv: N/A Adult: 74	Juv: 38 Adult: 74	Juv: 40 Adult: 75
% of successful completions	N/A	N/A	Juv: N/A Adult: 59%	Juv: 68% Adult: 60%	Juv: 70% Adult: 65%

DEPARTMENT GOALS AND STRATEGIES FOR 2004 AND 2005

Goal A. We will promote public safety.

Outcome Statement: Offenders will remain crime free while under supervision and for one year / three years after supervision.

Strategies

1. Complete a risk assessment on all offenders under supervision for felony, gross misdemeanor non-traffic, and person misdemeanor offenders, using a validated risk assessment tool.
2. Implement an augmented assessment for adult and juvenile female offenders when available.
3. Assign all high-risk offenders geographically to improve collaboration with law enforcement and community resources.
4. Increase the percentage of high-risk offenders who receive home visits.
5. Supervise all adult and juvenile intensive and high-risk offenders using the case management model.
6. Reduce the use of drugs for high-risk offenders.
7. Develop best practices for the use of automated systems. (i.e. CriMNet, CSTS, POR, DNA database, WebWarrant, GangNet, Court Web Access).
8. Train staff in the identifying gang risk behaviors.
9. Explore options to enhance supervision of sex offenders.
10. Review and update policies annually.
11. Provide safety training for all staff on an annual basis.
12. Implement quality assurance measures for case management model.
13. Study the feasibility of neighborhood probation.
14. Implement Electronic Data Management System to reduce the time from sentencing to actual supervision.
15. Develop policies regarding use of augmented assessment tools for adult domestic abuse offenders and adult sex offenders.
16. Explore the expansion of the Pretrial Release Program for select adult offenders.
17. Increase compliance with transition plans for offenders released from the Juvenile Services Center treatment programs.

Outcome Indicators	Benchmark	2001	2002	Target
% of felony offenders remaining free from new felony convictions while under supervision	Juvenile: 84% Adult: 86%	Juvenile: 84% Adult: 86%	Juvenile: 87% Adult: 85%	Juvenile: 88% Adult:88%
% of felony offenders remaining free from new felony convictions one year after supervision	Juvenile: 87% Adult: 83%	Juvenile: 96% Adult: 83%	N/A	Juvenile: 90% Adult:85%
% of felony offenders remaining free from new felony convictions three years after supervision	Juvenile: 91% Adult: 91%	Juvenile: 91% Adult: 91%	N/A	Juvenile: 92% Adult:92%

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Strategy Indicators	Benchmark	2001	2002	Target
% of new offenders who receive formal risk assessments	Juvenile: 68% Adult: 65%	Juvenile: 68% Adult: 65%	Juvenile: 90% Adult: 55%	100%
% of offenders who receive home visits	Juvenile: 35% Adult: 12%	Juvenile: 35% Adult: 12%	Juvenile: 37% Adult: 6%	Juvenile: 37% Adult: 15%
% of negative drug tests	TBD in 2004 using 2004 data	N/A	N/A	N/A
% of mandated staff who received training in gang culture	TBD in 2004 using 2003 data	N/A	N/A	100%
% of policies reviewed annually	TBD in 2004 using 2004 data	N/A	N/A	50%
% of staff who receive annual safety training	98%	N/A	98%	100%
Average length of time from sentencing to officer assignment	TBD in 2003 using 2002 data	N/A	N/A	N/A
% of juv. offenders in long-term residential program who followed transition plan (3 months after release.)	TBD in 2004 using 2003 data	N/A	N/A	N/A

*TBD = To be determined

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Goal B. We will assist the offender toward positive change.

Outcome Statement: Offenders will demonstrate pro-social behavior by developing competencies through appropriate interventions and accountability.

Strategies

1. Supervise all intensive and higher-risk offenders using a case management model that identifies and reduces risk factors in criminogenic areas.
2. Help offenders identify goals that demonstrate their responsibility to their victim/community and integrate into the case management model.
3. Refer offenders to services that address the diversity of their risks and needs.
4. Develop a protocol to evaluate vendor services to insure they are reflective of the department's mission.
5. Provide Work Service sites for the offender that are meaningful, positive and/or educational.
6. Increase staff awareness of interpreter resources to better serve offender needs.
7. Increase success in both school and employment among offenders.
8. Develop and implement department policies for conducting file reviews.
9. Decrease the length of probation for lower risk offenders.
10. Provide opportunities for offenders to enhance their victim empathy skills.
11. Enhance gender specific programs for high-risk female offenders.
12. Implement a continuum of chemical health services for juvenile high-risk offenders.
13. Provide mental health screening for juvenile offenders.
14. Diversity training will be integrated into all staff Individual Development Plans
15. Develop strategies to recruit and retain staff that are reflective of the diversity of our community.
16. Conduct an annual offender survey to obtain input on how to improve services to offenders.

OUTCOME INDICATORS	Benchmark	2001	2002	Target
% of adult offenders whose LSI-R scores are reduced during the year*	37%	N/A	37%	37%
% of juvenile offenders whose YLSI scores are reduced during the year*	41%	N/A	41%	41%
% of adult change of scores in LSI-R	-14%	N/A	-14%	-5%
% of juvenile change of scores in YLSI	-16%	N/A	-16%	-5%
% of adult offenders reporting positive attitude change, supervision experience, and/or improved life while on supervision	65%	74%	73%	67%
% of offenders who indicate increase in competencies.	90.1	90.1	91.5	90.0

*Reduction measures from 1st assessment to most recent assessment.

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Strategy Indicators	Benchmark	2001	2002	Target
% of case plans that address criminogenic needs identified in the LSI-R.	83%	83%	80%	83%
% of case plans that identify the offenders responsibility to the victim.	TBD in 2004 using 2003 data	N/A	N/A	N/A
% of offenders who received services addressing diversity of needs	TBD in 2004 using 2003 data	N/A	N/A	N/A
% of CWS participants who report the experience as being meaningful, positive and/or educational	TBD in 2004 using 2003 data	N/A	N/A	N/A
% of STS participants who report STS as being meaningful, positive and/or educational	88%	88%	89%	90%
% of adult offenders obtaining/maintaining employment while under supervision	81%	45%	50%	55%
% of juvenile offenders obtaining/maintaining education while under supervision	81%	82%	81%	85%
# of days of probation for lower risk offenders closed during the year (average)	TBD in 2003 using 2002 data	N/A	N/A	N/A
% of juvenile offenders that lower their score on a victim empathy post-test.	TBD in 2004 using 2003 data	N/A	N/A	N/A
% of adult high-risk offenders who complete a cognitive behavior program	TBD in 2004 using 2003 data	N/A	N/A	N/A
% of juvenile offenders who have a mental health assessment	TBD in 2004 using 2003 data	N/A	N/A	N/A

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Goal C. We will restore victims and the community.

Outcome Statement: We will work to restore victims and communities harmed by crime, to enhance victim satisfaction by ensuring that victims have the opportunity to actively participate in the criminal justice process and to restore our communities harmed by crime both in terms of the harm caused and the trust lost.

Strategies

1. Help offenders identify and monitor completion of restorative activities/programming as appropriate.
2. Implement the Financial Collection Policy to improve collection of restitution and other financial obligations.
3. Increase sensitivity and knowledge of victim issues by providing staff training opportunities in this area.
4. Explore methods of expanding revenue generating opportunities to increase Victim Restitution Funds.
5. Develop a plan to increase communication with victims.
6. Conduct an annual victim survey to obtain input on how to improve services to victims.
7. Increase community work service sites for juvenile female offenders.

Outcome Indicators	Benchmark	2001	2002	Target
% of victims reporting satisfactory or better experience	75%	81%	76%	70%
% of restitution collected	Juv: 74% Adult: 68%	Juv: 69% Adult: 58%	Juv: 57% Adult: 60%	Juv: 79% Adult: 73%
% of cases with restitution paid in full	Juv: 74% Adult: 58%	Juv: 80% Adult: 59%	Juv: 87% Adult: 57%	Juv: 79% Adult: 63%
# of STS hours completed each year	45,176	51,784	59,201	46,079
\$ value of STS hours completed (@\$5.15/hr)	\$232,656	\$266,688	\$304,885	\$230,397
# of adult bed days saved as a result of STS	5,647	6,473	7,365	5,760
# of CWS hours completed each year	48,799	49,778	32,584	49,775
\$ Value CWS hours completed (@\$5.15/hr)	\$251,315	\$256,357	\$167,808	\$248,875

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Strategy Indicators	Benchmark	2001	2002	Target
% of offenders who complete restorative activities	31%	N/A	31%	31%
% of restitution determinations completed within policy timeframes	60 Day: 71% 90 Day: 83%	N/A	60 Day: 71% 90 Day: 83%	60 Day: 71% 90 Day: 83%
# of victims referred receiving restitution from Victim Restitution Funds	Juv: 254 Adult: 11	N/A	Juv: 254 Adult: 11	Juv: 254 Adult: 20
% of targeted staff trained in victim issues on a bi-annual basis	TBD in 2004 using 2003 data	N/A	N/A	100%
# of juvenile female worksites	TBD in 2004 using 2003 data	N/A	N/A	N/A

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Goal D. We will involve the community.

Outcome Statement: We will involve the community to reduce and prevent crime. Communities will share in the responsibility for reducing crime and addressing its impact. We will partner with the citizenry to create safe and healthy communities.

Strategies

1. Continue our involvement with community committees and activities such as task forces, schools, community organizations etc.
2. Maintain the use of community volunteers and interns.
3. Provide communities with training and support to integrate restorative justice principles and values.
4. Obtain and use information from countywide survey to improve services to the community.

Outcome Indicators	BENCHMARK	2001	2002	Target
% of community members having positive involvement in a crime prevention activity*	N/A	N/A	N/A	N/A
% of community members who report feeling safe in their community*	95%	96%	N/A	96%
% of community volunteers and interns reporting a satisfactory experience	95%	95%	96%	96%

*Data obtained from a county survey conducted every 3 years.

Strategy Indicators	Benchmark	2001	2002	Target
% of staff involved in a community initiative as related to their job function	51%	N/A	51%	55
# of volunteers/interns in the department	88	88	82	50
# of volunteer and intern hours provided	13,609	13,609	12,024	8,000

STATE OUTCOME MEASURES

The Uniform Statewide Probation Outcome Measures Workgroup issued a report to the legislature in January 1998. This report identified four major outcomes for corrections in Minnesota and the corresponding indicators to measure those outcomes. Each CCA Jurisdiction shall work towards collecting the following indicator data with the eventual goal of measuring these outcomes.

Outcome 1: Community Safety

Indicator: The percent of felony offenders, who are re-arrested, re-convicted or incarcerated for a new felony offense during the first three years of probation, parole or supervised release.

Responsibility Authority: The DOC in cooperation with local correctional agencies.

Comments: Dakota County has been collecting felony recidivism data since 1996. Staff resource limitations have permitted only yearly discharge summaries to be evaluated. Given the limitations of the current statewide arrest and conviction information, Dakota County Community Corrections defines recidivism as a new felony conviction.

Recidivism During Supervision	ADULTS			JUVENILES		
	2000	2001	2002	2000	2001	2002
% of new felony convictions while under supervision	12%	14%	15%	15%	16%	13%

Outcome 2: Restore the Crime Victim

Indicator:

1. Number of cases with restitution ordered.
2. Number of cases with restitution paid in full.
3. Percentage of cases where restitution is collected in full by time of discharge.
4. Percent of victims responding to a survey who indicated satisfaction with the manner in which their cases were handled by the supervising agency

Responsibility Authority:

Indicators 1 to 3 - State Court Administrator in cooperation with local corrections agencies.

Indicator 4 - Each corrections agency will be responsible for data collection and analysis. The DOC should provide collective data as supplied by counties.

Comments: Since 1997, Dakota County Community Corrections has collected restitution payment information on a local level at the point of the offender's discharge. In addition, as part of a multi-county outcomes effort, a victim satisfaction survey was developed through the Center for Restorative Justice at the University of Minnesota. A survey process was initiated in August of 1999 and is repeated every year in August.

Restitution Completion						
	ADULTS			JUVENILES		
<i>Based on Discharged Offenders</i>	2000	2001	2002	2000	2001	2002
# cases with restitution ordered	579	576	491	317	337	333
# of cases with restitution paid in full	354	328	283	593	598	567
% of cases with total restitution paid in full	64%	59%	59%	79%	84%	89%
% of cases where restitution is collected in full at discharge.	61%	57%	58%	53%	56%	59%

Dakota County Community Corrections

Outcome 3: Community Restoration

Indicator:

1. Number of Sentencing to Service (STS) days ordered in a given year
2. Number and value of (\$) of STS projects completed
3. Number and percent of cases with Community Work Service (CWS) ordered
4. Number and percent of offenders who have completed CWS upon discharge

Responsibility Authority:

The DOC in cooperation with local corrections agencies

Comments: Dakota County Community Corrections collects and analyzes the data from STS and CWS programs based on offenders at program closure or completion.

STS and Community Work Service						
	ADULTS			JUVENILES		
	2000	2001	2002	2000	2001	2002
# of STS days ordered	20,395	9,496	10,063			
\$ value of STS projects completed	\$232,656	\$266,688	\$304,885			
# of offenders with CWS ordered	736	683	680	663	709	655
# of offenders completing CWS upon discharge	311	322	303	427	385	412

Dakota County Community Corrections

Outcome 4: Develop Offender Competencies and Assist Offender to Change

Indicator:

1. Number of offender assessment and reassessments completed.
2. Number of case plans developed that address factors relating to criminal behavior.
3. Number of offenders obtaining/maintaining employment while under supervision.
4. Number of offenders obtaining education while under supervision.
5. The percent of felony offenders who are re-convicted of a new felony offense within one year of supervision discharge.

Responsibility Authority:

Local corrections agencies in cooperation with DOC.

Comments: In 2003, Dakota County Community Corrections developed a comprehensive "Case Management" model that included the use of a risk and needs assessment tool (LSI-R and Y-LSI), case conceptualization (reviewing the results of the assessment tool with the offender) and on-going case planning (working with the offender to determine appropriate short-term goals and identify strengths and barriers.) This model also includes the use of motivational interviewing techniques.

Both education and employment are identified by the assessment tool as being a criminogenic factor. Measurement of these areas will be achieved by determining the percent of offenders employed/in school at the time of their last reassessment.

Offender Change Indicators	ADULTS		
	2000	2001	2002
# of assessments and reassessments completed	2,337	2,708	2,734
% of case plans developed that address factors relating to criminal behavior	N/A	100%	100%
% of offenders obtaining/ maintaining employment during supervision.	N/A	45%	50%
# of new felony convictions w/in 1 year of discharge (based on prior year discharge.)	13%	17%	N/A
Offender Change Indicators	JUVENILES		
	2000	2001	2002
# of assessments and reassessments completed	269	454	503
% of case plans developed that address factors relating to criminal behavior	N/A	100%	100%
% of offenders obtaining education while under supervision	N/A	82%	81%
# of new felony convictions (For offenders discharged prior year)	12%	4%	N/A

BUDGET AND FINANCIAL

2004 CC SUBSIDY REPORT

MINNESOTA DEPARTMENT OF CORRECTIONS (DOC)

COMMUNITY CORRECTIONS ACT

BUDGET SUMMARY FOR THE

ADULT PROBATION PROGRAM

Dakota County	Budget Year 2004			Annual Budget
FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL FUNDING
Expense Class				
Personnel Benefits				\$ 2,692,809
Service and Contractual				
Program Costs				\$ 723,822
Supplies and Materials				
General Operating				\$ 9,063
Capital				
Outlays				
Other Expenditures				
Training/Mileage				\$ 53,263
DIRECT EXPENSES				
BUDGETED (S-T)				
Use of State				
Institutions				
ALL BUDGETED				
EXPENSES (S-T)				\$ 3,478,957
Allotment Free				
Non-Budgeted				\$ -

Dakota County Community Corrections

BUDGET SUMMARY – CONTINUED

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL FUNDING
State Community Corrections Subsidy	\$ 675,114			
Fund Balance		\$ 17,970		
Other (explain) Property Tax		\$ 2,001,527		
				\$ 2,694,611
Fees from:				
Domestic Abuse Assessments			\$ 30,647	
Sentence to Service fees from cities			\$ 52,000	
Supervision svcs of offender for DHS			\$ 2,000	
				\$ 84,647
Grants from:				
State of Minnesota			\$ 674,699	
				\$ 674,699
Other Dept.:				
				\$ -
Miscellaneous:				
Adult Victim Restitution Recoveries			\$ 25,000	
				\$ 25,000
TOTAL BUDGETED FUNDING FOR PROGRAM	\$ 675,114	\$ 2,019,497	\$ 784,346	\$ 3,478,957

Dakota County Community Corrections

2004 CC SUBSIDY REPORT

MINNESOTA DEPARTMENT OF CORRECTIONS (DOC) COMMUNITY CORRECTIONS ACT

BUDGET SUMMARY FOR THE

NRST PROGRAM

Dakota County

Budget Year 2004

Annual Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL FUNDING
Expense Class				
Personnel Benefits				\$ 195,884
Service and Contractual				
Program Costs				\$ 12,940
Supplies and Materials				
General Operating				
Capital				
Outlays				
Other Expenditures				
Training/Mileage				\$ 8,499
DIRECT EXPENSES				
BUDGETED (S-T)				
Use of State				
Institutions				
ALL BUDGETED				
EXPENSES (S-T)				\$ 217,323
Allotment Free				
Non-Budgeted				\$ -
State Community Corrections Subsidy	\$ 54,449			
Fund Balance				
Other (explain) Property Tax		\$ 162,874		\$ 217,323
Recoveries:				\$ -
Grants from:				\$ -
Other Dept.:				\$ -
Miscellaneous:				
Carryover				\$ -
TOTAL BUDGETED FUNDING				
FOR PROGRAM	\$ 54,449	\$ 162,874	\$ -	\$ 217,323

Dakota County Community Corrections

2004 CC SUBSIDY REPORT

MINNESOTA DEPARTMENT OF CORRECTIONS (DOC)

COMMUNITY CORRECTIONS ACT

BUDGET SUMMARY FOR THE

NEW CHANCE PROGRAM

Dakota County

Budget Year 2004

Annual Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL FUNDING
Expense Class				
Personnel Benefits				\$ 474,845
Service and Contractual				
Program Costs				\$ 99,789
Supplies and Materials				
General Operating				
Capital				
Outlays				
Other Expenditures				
Training/Mileage				\$ 9,514
DIRECT EXPENSES				
BUDGETED (S-T)				
Use of State				
Institutions				
ALL BUDGETED				
EXPENSES (S-T)				\$ 584,148
Allotment Free				
Non-Budgeted				\$ -
State Community Corrections Subsidy	\$ 142,345			
Fund Balance				
Other (explain) Property Tax		\$ 425,803		\$ 568,148
Recoveries:				
New Chance Program			\$ 16,000	\$ 16,000
Grants from:				
				\$ -
Other Dept.:				\$ -
Miscellaneous:				
Carryover				\$ -
TOTAL BUDGETED FUNDING				
FOR PROGRAM	\$ 142,345	\$ 425,803	\$ 16,000	\$ 584,148

Dakota County Community Corrections

2004 CC SUBSIDY REPORT

MINNESOTA DEPARTMENT OF CORRECTIONS (DOC)

COMMUNITY CORRECTIONS ACT

BUDGET SUMMARY FOR THE

JUVENILE SERVICE CENTER

Dakota County

Budget Year 2004

Annual Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL FUNDING
Expense Class				
Personnel Benefits				\$ 2,111,105
Service and Contractual				
Program Costs				\$ 366,762
Supplies and Materials				
General Operating				\$ 32,000
Capital				
Outlays				
Other Expenditures				
Training/Mileage				\$ 10,177
DIRECT EXPENSES				
BUDGETED (S-T)				
Use of State				
Institutions				
ALL BUDGETED				
EXPENSES (S-T)				\$ 2,520,044
Allotment Free				
Non-Budgeted				\$ -

Dakota County Community Corrections

BUDGET SUMMARY - CONTINUED

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL FUNDING
State Community Corrections Subsidy	\$ 516,848			
Fund Balance				
Other (explain) Property Tax		\$ 1,546,070		\$ 2,062,918
Fees/Recoveries:				
Par Fees Juv Det Ctr			\$ 59,000	
Recoveries - School Lunch Prog			\$ 36,000	
Juv Det Bed Fees			\$ 350,000	
Recoveries - Residential			\$ 4,000	\$ 449,000
Grants from:				\$ -
Other Dept.:				\$ -
Miscellaneous:				
From School Districts			\$ 8,126	\$ 8,126
TOTAL BUDGETED FUNDING FOR PROGRAM	\$ 516,848	\$ 1,546,070	\$ 457,126	\$ 2,520,044